



## PPA Annual Review Reporting Year: 2012/2013

### Section 1: Background Information

|                         |  |         |
|-------------------------|--|---------|
| <b>1.1 Organisation</b> | Oxfam GB (henceforth referred to as Oxfam) | General |
|-------------------------|--|---------|

|                         |                              |
|-------------------------|------------------------------|
| <b>1.2 Main contact</b> | Caroline Foster, PPA Manager |
|-------------------------|------------------------------|

| <b>1.3 Finance</b>                         | 2010/11 | 2011/12 | 2012/13 <sup>1</sup> | 2013/14 <sup>2</sup> |
|--|---------|---------|----------------------|----------------------|
| <b>Annual Income of Organisation (£)</b>   | 367.5m  | 385.5m  | 367.9m               | 395.3m               |
|  | 2010/11 | 2011/12 | 2012/13              | 2013/14              |
| <b>PPA funding (£)</b>                     | 9.6m    | 11.2m   | 11.2m                | 11.2m                |
| <b>As % of total organisational income</b> | 2.6%    | 2.9%    | 3.0%                 | 2.8%                 |
|  | 2010/11 | 2011/12 | 2012/13              | 2013/14              |
| <b>Other DFID funding (£)</b>              | 17.4m   | 12.4m   | 25.8 m               | 25.0m <sup>3</sup>   |

#### 1.4 Summarise your relationship with DFID and other DFID funding. Has this changed since 2011/12?

Oxfam held 24 other DFID grants and contracts during 2012-13. The income can be broken down by the following sectors:

|  |               |
|--|---------------|
| Humanitarian, Rehabilitation and DRR         | £21.3m        |
| Development, Policy Influencing and Research | £4.5m         |
| <b>Total non-PPA DFID funding</b>            | <b>£25.8m</b> |

Beyond the financial relationship, Oxfam and DFID also work closely together on a range of technical and policy issues. The following are illustrative examples:

**On aid:** Oxfam played a strong role in mobilising support for the UK Government's [historic decision](#) to meet the 0.7% aid target – the first G8 country to do so.

**On violence against women:** Oxfam staff, as part of the Gender and Development Network (GADN), worked closely with CHASE to develop DFID's theory of change on Violence Against Women and Girls (VAWG).

## 1.5 Approximate % of PPA expenditure allocated by sector or theme for 2012/13

Oxfam's work is divided into five Aims – expressed as rights. Organisational expenditure against each of these five Aims for the year ending 31 March 2013 was as follows:

- Right to sustainable livelihoods: 23% (£68.1m),
- Right to essential services: 8% (£21.8m),
- Right to life and security: 45% (£129.7m),
- Right to be heard: 6% (£18.7m),
- Right to equity: 10% (£28.1m),

Support costs: 8% (£23.5m).

TOTAL CHARITABLE EXPENDITURE: £289.9m<sup>4</sup>

Oxfam's PPA is invested as a **strategically flexible contribution** towards the organisation's mandate and contributes in its entirety to Oxfam's organisational effectiveness (see Section 5.1). The above figures provide an indicative reflection of PPA expenditure against sector or theme.

## Section 2: Organisational information and progress towards results

### 2.1 Describe your organisational type using the categories in the guidance and the implications for your work.

*i. Tier* – First and Second Tier

*ii. Type* – Multi-Sectoral Organisation

*iii. Implications* – Oxfam’s approach to delivering on its mandate – working with others to overcome poverty and suffering – is consequently broad ranging, not limited to a single sector, entry point or theory of change. Given this, PPA use is focused on supporting the depth and breadth of Oxfam’s work, its ability to evidence and employ learning, leverage change at multiple levels, and work across and between sectors to create sustainable change. Working in this way at scale – while positive – inherently generates complex organisational and operational structures and processes. Reporting on this – for strategically flexible funding such as the PPA – is therefore also inherently complex and complicated.

### 2.2. What is your theory of change for your PPA funds i.e. that underpinning your logframe?

Oxfam’s General PPA is treated as a **strategically flexible contribution** towards the organisation’s mandate of overcoming poverty and suffering. It is therefore **not restricted to any specific project, programme or policy area**. The PPA amounts to approximately 12% of the unrestricted budget available to the organisation’s International Division. The PPA funds are allocated to country offices, regional centres and UK functions according to the same strategic and operational planning processes that are used to determine spending of unrestricted funds from other sources.

Oxfam’s Global Performance Framework (GPF) – as outlined in Section 6.1 – assesses the organisation’s overall effectiveness and impact against its main areas of programmatic work. The PPA logframe is closely aligned to the GPF in order to provide as comprehensive a picture as possible on the use and impact of the funds.

### 2.3 What are your key objectives and approach(es) for the ways in which you use your PPA funds?

As a strategically flexible contribution, **PPA expenditure is not specifically tracked**. However, over the course of 2012-13, Oxfam has identified ten thematic priorities that are intended to make the organisation’s objectives for the PPA more visible in its reporting. These priorities reflect areas of strategic importance for both Oxfam and DFID, and have high levels of unrestricted fund allocation. They are:

- **Programme Quality and Learning** – developing robust M&E systems which enable Oxfam to evidence the effects of its programmes and learn from what works (and what doesn’t).
- **Innovation** – researching and trying out new ideas and approaches to respond to the needs of the people better.

- Ensuring rapid and effective **Humanitarian Response** in emergencies.
- Working in **Fragile Settings** where the context can be especially challenging.
- **Mobilising Change** globally through civil society advocacy and campaigning.
- Contributing to **External Learning** by sharing our experiences with others.
- Enhancing Oxfam's **Accountability** at all levels to the people with whom it works.
- Developing **Partnerships** with local communities and organisations, national governments, international bodies, the private sector and others.
- Enhancing Oxfam's **ability to leverage change**, to meet more of the needs of people living in poverty.
- Ensuring better **Value for Money** in Oxfam's work.

Oxfam uses evidence from the thematic priority reports in the production of this report. The individual reports are referenced in the **Evidence Table (R1- R10)**.

## 2.4 Brief summary of progress in 2012/13

### *i. Summary of progress*

Oxfam is on track to achieve all of its PPA logframe output targets in the final year and is increasingly able to better evidence and understand the impact it is having using the GPF. Oxfam is also better able to demonstrate and evidence the strategic value of PPA funding by its use of and reporting against ten thematic priorities. Oxfam continues to take steps to improve 'value for money' across the organisation.

### *ii. Top three highlights*

**Rising to the challenge of meeting humanitarian need** - During 2012-13 Oxfam responded to ten Category 3 emergencies, eight Category 2, and one Category 1 (Oxfam's most serious level of emergency response), delivering an unprecedented level of response work.

**UK Government's decision to honour its 0.7% aid pledge** – Oxfam played a leading role in mobilising the general public, parliamentarians, businesses, celebrities and the media in support for the 0.7% aid target; support which underpinned the Government's [historic decision](#) to become the first G8 country to honour its OECD aid pledge.

**The adoption of a legally-binding arms trade treaty** – In Spring 2013, the world voted overwhelmingly for an arms trade treaty to regulate the global arms trade for the first time. Over the last year of UN negotiations in particular, Oxfam and DFID worked closely together on key issues relating to the treaty, such as key provisions to protect sustainable development and text explicitly recognising the link to gender based violence.

### ***Biggest challenge***

**Global Financial Austerity** – By far the greatest challenge Oxfam has faced in 2012-13 has been the continued tightening of the global economic environment. Oxfam faces growing pressure on generating both restricted and unrestricted income, pushing the organisation to make tough decisions on current and future investment priorities.

## 2.5 Logframe

### ***i. Has the logframe been updated since the last Annual Review? Yes***

Summary of agreed changes:

|                         |   |
|-------------------------|---|
| 1. Humanitarian Support | <i>Outcome 1:</i> Outcome and indicator redefined to reflect an improved approach to measuring adherence to quality standards.<br><i>Output 1:</i> Year 2 milestone and overall target revised upwards from 1.5m to 5.25m   |
| 2. Adaptation & Risk    | <i>Outcome 2:</i> Outcome and indicator redefined to reflect an improved method of capturing information. Targets essentially remain the same but appear differently given the redefined indicator.<br><i>Output 2:</i> Year 2 milestone revised upwards from 300k to 475k; the overall target remained the same. |
| 3. Livelihoods          | <i>Outcome 3:</i> Outcome and indicator redefined in a similar way to Outcome 2. Targets changed to reflect this.<br><i>Output 3:</i> No changes.   |
| 4. Women's Empowerment  | <i>Outcome 4:</i> Outcome and indicator redefined in a similar way to Outcome 2. Targets changed to reflect this.<br><i>Output 4:</i> Reduction of Year 2 milestone from 40k to 20k and of the overall target from 60k to 37.5k.  |
| 5. Citizen's Voice      | <i>Outcome 5:</i> Wording of outcome and indicator changed to improve clarity. In essence, they remain the same as previously stated.<br><i>Output 5:</i> Year 2 milestones revised upwards from 5.3k to 28k (Indicator A) and from 60 to 700 (Indicator B) and overall targets from 8.5k to 45k and 90 to 1k.    |
| 6. Policy Influencing   | <i>Outcome 6:</i> Wording of outcome and indicator changed to improve clarity. In essence, they remain the same as previously stated.<br><i>Output 6:</i> Year 2 milestone revised upwards from 900 to 3k and the overall target from 1.4k to 3.5k.   |

### ***ii. How have these changes altered the results that you have reported on in this Annual Review?***

The change to Outcome 1 enabled Oxfam to consider progress in terms of quality of humanitarian response rather than simply quantity. The changes to Outcomes 2, 3, and 4 enabled Oxfam to better capture its contribution to change in local contexts. By using comparison groups to estimate the counterfactual, Oxfam is able to demonstrate the extent to which supported individuals / households are better off in relation to appropriate comparisons in that context.

Overall, the changes Oxfam made to the output milestones and targets enabled the organisation to be more accurate in the prediction of results for Outputs 1-4. For Outputs 5 and 6, Oxfam under-estimated Year 2 results and proposes the Year 3 target be revised upwards.

## Section 3: Outcome reporting

### 3 Outcome reporting

In 2012-13 Oxfam worked in 54 countries worldwide delivering approximately 1100 projects touching the lives of over 13.5m people.

Through its Global Performance Framework, Oxfam has put in place a comprehensive approach to capturing and communicating the effectiveness of its work, as detailed in Section 6. Under the GPF, output and outcome data are collected across six thematic areas: this data is used to inform Sections 3 and 4. The methodologies for measuring impact against outcome indicators were discussed in detail in last year's report. Updated versions of these methodologies, where improvements have been made, can be found in **Evidence R11**.

#### **The GPF and PPA Reporting: Key Learning from Years 1 and 2**

Oxfam introduced the GPF in 2011 and is still improving how the GPF works as well as in what way it adds the most value to the organisation. The learning to date has been particularly relevant to the PPA reporting process as Oxfam is becoming increasingly aware of **some areas of misalignment between what the GPF delivers for the organisation and the expectations of the PPA reporting format (logframe)**. This misalignment is increasingly apparent in two key respects:

- 1. Some targets too ambitious** – Prior to the GPF, there were few organisational benchmarks to infer realistic targets for the PPA outcomes and, as a consequence, some targets were based on a significant level of informed estimation. Furthermore, with the GPF approach, Oxfam is trying to measure the most advanced indicator in the theory of change for each outcome. For instance, the livelihoods outcome indicator is trying to measure impact on overall household income. And while we see increases in indicators of interim outcomes, such as agricultural production or access to markets, perhaps unsurprisingly, household income continues to be remarkably difficult to influence. A positive result at this level is considered a true accomplishment. With learning from Years 1 and 2, the organisation recognises that (in some cases) the targets and milestones set across the outcome indicators were too ambitious.
- 2. Year on year improvements in outcome performance inappropriate** – The GPF endeavours to measure the effectiveness of the organisation's programming by randomly sampling different projects for review each year. **It does not therefore automatically follow that there would be a substantive increase in performance year on year** as might be expected from a specific project or programme level logframe which revisits the same project or programme year on year. With hindsight, Oxfam now recognises that when establishing the targets and milestones for the PPA logframe there was a mismatch between expectations for growth (as is standard for project/programme level outcome milestones over time) and the realisation of what an organisational level system, such as the GPF, can demonstrate. In retrospect, it was unrealistic to expect improvements to occur in organisational level outcome indicators over the short to medium term. Feedback and learning loops at the organisational level will take several years to create change and embed improved practice across the organisation in order for improvements to register on the GPF.

These issues are important for contextualising the following Section. Oxfam will be building this learning into the updated logframe for the PPA extension application.



### 3.1.1 Progress to date against PPA Outcome 1

#### Outcome 1: Increased proportion of people receive critical life sustaining humanitarian support from responses meeting established standards of excellence

The responses randomly selected and reviewed include:

| Country      | Project Title            | Project Starts | Project Ends |
|--------------|--------------------------|----------------|--------------|
| Mali         | Food Insecurity Response | Dec 2011       | Aug 2012*    |
| South Sudan  | Humanitarian Response    | Feb 2012       | Ongoing      |
| Sierra Leone | Cholera Response         | Aug 2012       | Dec 2012     |
| Chad         | Humanitarian Response    | Dec 2011       | Sept 2012*   |
| Yemen        | Humanitarian Response    | May 2012       | May 2013*    |

\* Project transitions to one of recovery.

See Evidence R12-R16.

| Indicator | Degree to which humanitarian responses meet recognised quality standards for humanitarian programming (e.g. Sphere guidelines). |          |         |
|-----------|---|----------|---------|
| Baseline  | n/a   |          |         |
| Milestone | 2011/12   | 2012/13* | 2013/14 |
|           | 70%   | 75%      | 80%     |
| Achieved  | 60%   | 60%      |         |
| Variance  | <i>Given the nature of the indicator, this is not applicable.</i>   |          |         |

\*Reporting cumulatively on projects over Years 1 and 2

#### i. Narrative on progress

Across the five humanitarian responses selected, Oxfam scored an average of 61% in Year 2, as compared with 60% in Year 1. The similarity of the two scores reflects Oxfam's consistent efforts to meet *standards of excellence* (as opposed to *minimum* standards) in very challenging humanitarian crises.<sup>5</sup> The fact that Oxfam did not reach the Year 2 target of 75% is partly attributable to adjustments made to the full range of evidence required by the methodology, as well as the specific challenges of a timely response to slow-onset disasters.

Beyond these broad trends, there are noteworthy differences between levels of achievement:

- Achieving all aspects of the **timeliness standard** continues to prove difficult, with Oxfam often well placed to detect emerging crises, raise the alarm and move into response mode, but slower in terms of scaling up in proportion to needs and with respect to meeting demanding organisational targets (10% of affected population). This can in part be explained by the difficulty mobilising resources necessary for scale-up in emergencies with low international visibility. Logically, there appears to be correlation between lower than desired scores against this standard and the one for

preparedness. Oxfam began to implement a new model of self-assessment of preparedness capacity in 2012-13, and this will be closely monitored in 2013-14 to ensure that measures are taken to further improve organizational preparedness and the pace of scale-ups.

- Achieving all aspects of the standard for **gender and vulnerable groups** was also difficult. While scoring well with respect to gender-differentiated programming and gender equity, Oxfam's programmes were less sensitive to the needs and rights of other vulnerable groups.

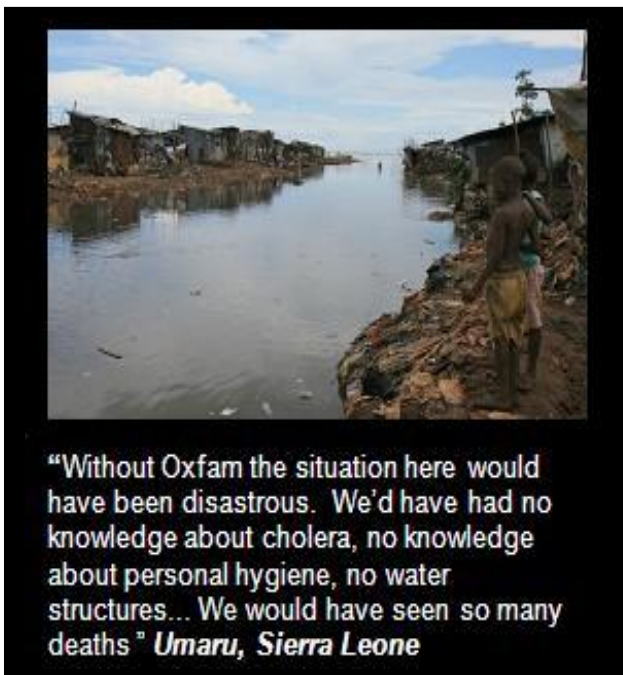
**Scores Obtained Through Application of Oxfam's Humanitarian Indicator Tool (HIT) by External Consultants**

| <b>Standard</b>  | <b>Mali</b>          | <b>Yemen</b>         | <b>South Sudan</b>   | <b>Chad</b>          | <b>Sierra Leone</b>  | <b>Mode Score</b> |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------|
| 1. Rapid appraisal of facts within 24 hours of pre-defined trigger, plans in place and scale-up or start-up commenced within three days  | 2/6                  | 2/6                  | 2/6                  | 4/6                  | 4/6                  | 2                 |
| 2. Coverage uses 10% of affected population as a planned figure with clear justification for final count   | 2/6                  | 6/6                  | 2/6                  | 6/6                  | 6/6                  | 6                 |
| 3. Technical aspects of programme measured against Sphere standards  | 2/6                  | 4                    | 4/6                  | 2/6                  | 6/6                  | varied            |
| 4. MEAL strategy and plan in place and being implemented using appropriate indicators  | 1/3                  | 2                    | 3/3                  | 1/3                  | 2/3                  | varied            |
| 5. Feedback/complaints system for affected population in place and functioning and documented evidence of information sharing, consultation and participation leading to a programme relevant to context and needs | 2/3                  | 2                    | 2/3                  | 1/3                  | 3/3                  | 2                 |
| 6. Partner relationships defined, capacity assessed and partners fully engaged in all stages of programme cycle  | 3/3                  | 1                    | n/a                  | 1/3                  | n/a                  | 1<br>n/a          |
| 7. Programme is considered a safe programme: action taken to avoid harm and programme considered conflict sensitive  | n/a                  | 2                    | 2/3                  | 3/3                  | n/a                  | 2                 |
| 8. Programme (including advocacy) addresses gender equity and specific concerns and needs of women, girls, men and boys and vulnerable groups  | 2/3                  | 2                    | 2/3                  | 2/3                  | 1/3                  | 2                 |
| 9. Evidence that preparedness measures were in place and effectively actioned  | 1/3                  | 1                    | 1/3                  | 2/3                  | 2/3                  | 1                 |
| 10. Programme has an advocacy/campaigns strategy and has incorporated advocacy into programme plans based on evidence from the field   | 3/3                  | 2                    | 1/3                  | 3/3                  | 3/3                  | 3                 |
| 11. Country programme has an integrated approach including reducing and managing risk through existing longer-term development programmes and building resilience for the future                                   | 1/3                  | 3                    | 1/3                  | 2/3                  | 3/3                  | varied            |
| 12. Evidence of appropriate staff capacity to ensure quality programming   | 0/3                  | 2                    | 1/3                  | 2/3                  | 3/3                  | 2                 |
| <b>Final rating  </b>  | <b>19/42<br/>45%</b> | <b>29/45<br/>64%</b> | <b>21/42<br/>50%</b> | <b>27/45<br/>60%</b> | <b>33/39<br/>85%</b> | <b>61%</b>        |



- High average scores were achieved for **coverage** and **advocacy**, which are both of particular importance in slow-onset disasters associated with structural, underlying causes of food insecurity. A notable improvement is evident in the score for **accountability**, particularly with respect to **feedback and complaints** mechanisms. However, further work is necessary to ensure mechanisms for **participation and consultation**, across all groups with the affected population, are in place from the onset of humanitarian responses.

Oxfam's performance in Mali during the period evaluated for this report did not reach organisational expectations, partly due to the deteriorating security situation and partly because of lack of human resource capacity to scale up rapidly. Oxfam's Sierra Leone response stands out as having performed very well, providing Oxfam with a model of good practice for specific types of response.



The scores against 'speed of assessment' have continued to highlight how it is challenging to know quite when to 'call it' in a slow onset emergency. The discrepancy of opinion between Fewsnet and the IPC in the case of West Africa provides a case in point.

The response in West Africa was indeed an improvement on the experience of the year before in the Horn of Africa. In Yemen, however, despite Oxfam bringing the situation to wider attention the organisation could have called it earlier. Establishing and using clear triggers, as well as winning donor support early against those triggers, is an area that Oxfam recognises to require further work.

### **ii. Assessment of overall progress towards target**

Whilst Oxfam is maintaining a good standard of humanitarian response, it is unlikely that the organisation will reach the overall target for this indicator in Year 3. Underperformance appears related to two key issues: the setting of ambitious milestones and targets in the initial PPA logframe (see introduction to Section 3); and, though many programmes have been well-implemented, in some cases they were not able to provide the range of documented evidence required by this methodology to score highly.

### **iii. Recommendations on amendments**

The overall humanitarian indicator remains the same, but the wording of the standards for technical excellence and resilience as well as the range of the evidence required are subject to review.

### 3.1.2 Progress to date against PPA Outcome 2

#### Outcome 2: Ability of supported households to minimise risks from shocks and adapt to emerging trends and uncertainty significantly improved.

The projects randomly selected and reviewed include:

| Country  | Project Title   | Project Starts | Project Ends |
|----------|---|----------------|--------------|
| Nepal    | Climate Change Advocacy and Adaptation Project                            | 1-Aug-09       | 30-Sep-13    |
| Kenya    | DMI Livestock Component of Climatic Shocks in Livestock Based Livelihoods | 1-May-08       | 30-Apr-11    |
| Zambia   | Community Led Disaster Risk Reduction                                     | 1-Feb-09       | 31-Mar-12    |
| Ethiopia | Somali Region Drought Recovery and Preparedness Project                   | 1-Mar-10       | 30-Sep-11    |

See Evidence R17-20.

| Indicator | Percentage of supported households demonstrating greater ability to minimise risk from shocks and adapt to emerging trends and uncertainty. |          |         |
|-----------|---|----------|---------|
| Baseline  | n/a   |          |         |
| Milestone | 2011/12   | 2012/13* | 2013/14 |
|           | 5%  | 10%      | 15%     |
| Achieved  | 14%   | 14%      |         |
| Variance  | <i>Given the nature of the indicator, this is not applicable</i>  |          |         |

†Reporting cumulatively on projects over Years 1 and 2.

#### i. Narrative on progress

The results of the comparison between supported and comparison households are presented in a table in the endnotes<sup>6</sup>. In each of the projects examined in 2012/13, a higher proportion of households in the project areas demonstrated greater resilience than households in the comparison areas, but in some cases these differences are only modest in size.

Those supported by the climate change adaptation project in Nepal were found to have more positive results than the comparison households across a wide range of indicators, including: crop diversification, access to irrigation and soil fertility, awareness of and involvement in drought-preparedness initiatives, and measures of social capital. The drought-prevention programming in the Somali Region of Ethiopia was found to have delivered on the intended outputs – including by involving communities in contingency planning and improving access to early-warning information – and, perhaps as a consequence, households in project communities reported losing fewer livestock during the drought of 2011. In Kenya, members of the “pastoralist field schools” appear to have diversified their livelihoods more than comparison households, and there is some indication that this may have led to modest improvements in material wellbeing. On the other hand, in Zambia, significant changes were found in measures closely connected to the outputs of the project, such as participation in disaster-preparedness meetings or receipt of early-warning information, but there was little evidence of change in higher-level outcomes such as livelihood diversification or flood preparedness practice.

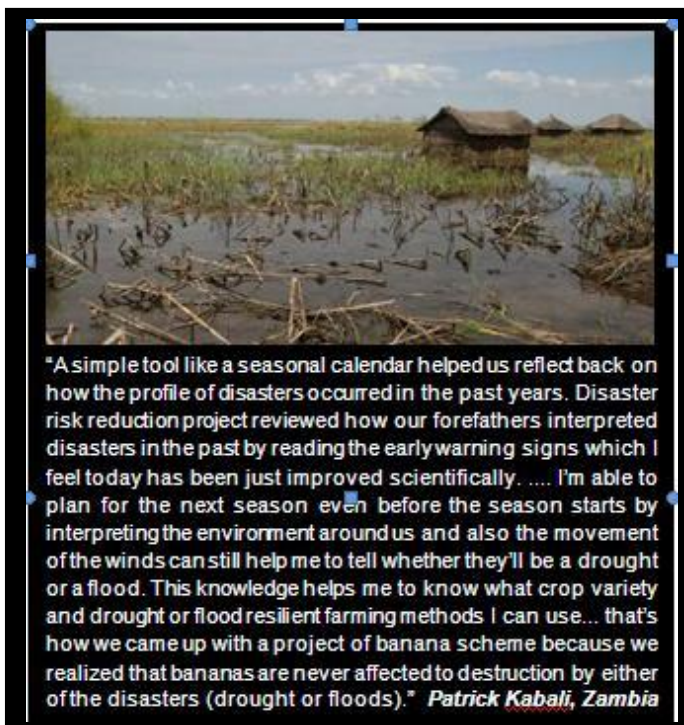
Based on learning emerging from the Adaptation and Risk Reduction (ARR) outcome indicator reviews, Oxfam is undertaking work to apply the framework for dimensions of community resilience throughout the programme learning cycle.

**ii. Assessment of overall progress towards target**

Oxfam is on track to meet its overall target for this indicator.

**iii. Recommendations on amendments**

Whilst Oxfam has made improvements in the way 'resilience' is measured this does not affect the way the overall ARR indicator is defined.



**3.1.3 Progress to date against PPA Outcome 3**

**Outcome 3: Income levels of supported households significantly increased.**

The projects randomly selected and reviewed include:

| Country   | Project Title  | Project Starts | Project Ends |
|-----------|--|----------------|--------------|
| Vietnam   | Sustainable livelihood development and ethnic minority diversity in Lao Cai province | 1-Oct-07       | 30-Apr-11    |
| Sri Lanka | Improving socio-economic conditions of paddy farmers in eastern Sri Lanka (ISEP)     | 1-Aug-09       | 31-Jul-13    |
| Liberia   | Amenu Rice Project (promoting food security in south eastern Liberia)                | 1-Aug-08       | 30-Apr-12    |
| Georgia   | Support rural livelihood and employment in Western Georgia                           | 1-May-08       | 31-Mar-12    |

See Evidence R21-R24.

|                  |   |                 |                |
|------------------|---|-----------------|----------------|
| <b>Indicator</b> | Percentage of supported households demonstrating greater income, as measured by daily consumption expenditure per capita. |                 |                |
| <b>Baseline</b>  | n/a   |                 |                |
| <b>Milestone</b> | <b>2011/12</b>  | <b>2012/13*</b> | <b>2013/14</b> |
|                  | 10%   | 15%             | 20%            |
| <b>Achieved</b>  | 5%  | 3%              |                |
| <b>Variance</b>  | <i>Given the nature of the indicator, this is not applicable</i>  |                 |                |

†Reporting cumulatively on projects over Years 1 and 2



**i. Narrative on progress**

The results of the comparison between supported and comparison households are presented in a table in the endnotes<sup>7</sup>. The four projects selected demonstrated mixed results. In Georgia and Sri Lanka, there were sizeable differences in terms of household income between the supported and comparison households. However, these overall figures mask differences in the results between different components of the projects. For example, in Georgia the producers supported in the production of tomatoes appear to have realized large gains in terms of household income, while those supported in cattle rearing did not.

The projects in Liberia and Vietnam were not found to have resulted in positive impact on the livelihoods or food security of supported households. In Liberia the evaluation was conducted with participants in the pilot phase of the project. It is possible that the poor performance in this pilot phase is attributable to activities not being targeted at those who have the potential to benefit most – something which has already been corrected in later phases of the project. The project in Vietnam has since been replaced with a broader project which takes a value-chain approach to increasing household income. However even in the case of projects like these, which have not demonstrated impact on household income, it is important to note that they may have achieved positive results earlier in the theory of change, typically in agricultural investment, production and sales. In Liberia, for instance, increased rice production was a notable positive result.



"In 2006 I became involved with Oxfam and its partner NGCADO ... We were given a loan of 30,000 rupees and with it we bought paddy seed and paid labourers to prepare the land and later to harvest it. We also bought pesticides and fertiliser. Oxfam facilitated a co-op and through it we made links with the banks and business where we could sell the seed. They also advised us on good varieties of seed. Our community has made good profits because of the new seeds provided by this project." *Rasmalar, Sri Lanka*

**ii. Assessment of overall progress towards target**

Oxfam is unlikely to reach the overall target for this indicator in Year 3 as a result of both issues identified in the introduction to Section 3.

**iii. Recommendations on amendments**

No amendments are requested to the outcome statement or to the indicator.

### 3.1.4 Progress to date against PPA Outcome 4

**Outcome 4: Supported women demonstrate significantly greater involvement in household decision-making and influencing affairs at the community level.**

The projects randomly selected and reviewed include:

| Country      | Project Title   | Project Starts | Project Ends |
|--------------|---|----------------|--------------|
| Honduras     | Linking Aroalce to local, national and tran boundary vegetable markets        | 29-Jul-09      | 20-Jun-11    |
| Nigeria      | Improving Women's Leadership and Effectiveness in the Agricultural Governance | 24-Aug-09      | 31-Mar-14    |
| Malawi       | Promoting Sustainable Livelihoods for Vulnerable groups Particulary women.    | 1-Dec-08       | 31-Mar-13    |
| Yemen        | Safe Age of Marriage and Women's Economic Empowerment                         | 30-May-09      | 30-Mar-12    |
| Sierra Leone | Support women-led efforts to promote property & literacy rights               | 18-Jan-10      | 31-May-13    |

See Evidence R25- R29.

|                  |  |                 |                |
|------------------|--|-----------------|----------------|
| <b>Indicator</b> | Percentage of supported women demonstrating greater involvement in household decision-making and influencing affairs at the community level. |                 |                |
| <b>Baseline</b>  | n/a  |                 |                |
| <b>Milestone</b> | <b>2011/12</b>   | <b>2012/13*</b> | <b>2013/14</b> |
|                  | 5%   | 15%             | 20%            |
| <b>Achieved</b>  | 7%   | 7%              |                |
| <b>Variance</b>  | <i>Given the nature of the indicator, this is not applicable</i>   |                 |                |

\*Reporting cumulatively on projects over Years 1 and 2.

#### ***i. Narrative on progress***

The results of the comparison between supported and unsupported women are presented in a table in the endnotes<sup>8</sup>. Across the projects reviewed, 7 per cent more of the supported women than of the comparison women scored positively on the outcome indicator, providing clear evidence of the projects' overall positive impact. However, there are divergent effects underlying the overall positive results for each of the projects examined. In Honduras, Oxfam and a local partner organisation have been supporting producers in a small group of villages over a period of nearly 15 years, which appears to have led to positive change on most of the various characteristics of women's empowerment which were considered – for further information see Section 9: Changing Lives Case Study. The projects in Malawi and Yemen have been supporting women with microcredit and business training on a larger scale, but over a shorter time period, and have resulted in change on characteristics such as access to credit and savings and attitudes towards women's domestic and economic roles, but not changes in decision-making power. In Nigeria, the project appears to have achieved change mainly on women's involvement in community affairs and on attitudes to women's rights and domestic roles, but only in one of the two regions where the survey was carried out. The results from Sierra Leone show some apparent success from the community-level activities on attitudes towards women's property rights and other key characteristics of empowerment, at least in one of the two districts where the activities were implemented.





"I was really scared when my father came and told me that I was going to be married," said Wafa. "I had no idea what it meant; to me it was leaving my house and going to another house. Though I had younger friends that had married before me, I never dared to ask what it meant. It's forbidden and shameful if unmarried girls ask or talk about marriage." Wafa, who was married off at age 15 to a 28-year-old man, demanded a divorce after one year when her husband refused to let her continue her schooling; she hopes she can go to university next year. Wafa said, "I hope this change of custom in our village will mean that nobody will have to get married at a young age again." *Wafa, Yemen*

These results generally support the view that programme work will be most effective if it combines work on the social, political and economic dimensions of empowerment.

**ii. Assessment of overall progress towards target**

Oxfam will not reach the overall target for this indicator in Year 3 as a result of both issues identified in the introduction to Section 3.

It is important to note that many of the projects have achieved positive results earlier in the theory of change. For example, in Honduras, 42% of supported women said that

they are actively involved in decision making over all the different types of spending decisions taken in their households, compared to 25% of women in comparison communities.

**iii. Recommendations on amendments**

No amendments are requested to the outcome statement or to the indicator.

**3.1.5 Progress to date against PPA Outcome 5**

**Outcome 5: Evidenced and substantive contributions made towards changing the practices of targeted state institutions and other actors, so they are in better alignment with the demands of supported citizens/ CBOs/ CSOs.**

The projects randomly selected and reviewed include:

| Managing country | Project Title   | Project Starts | Project Ends |
|------------------|---|----------------|--------------|
| Guatemala        | Maya mam Youngs and Women fortified politically in defending rights in Guatemala* | 15-Jan-10      | 31-Jul-12    |
| Pan Africa       | Raising Gambian, Sudanese and African Women Voices                                | 27-Oct-08      | 30-Mar-13    |
| Tanzania         | Citizen-led monitoring of services and public resources in Tanzania               | 23-Feb-10      | 30-Apr-12    |
| Albania          | Local partnership for rural development in Albania                                | 1-Nov-08       | 28-Feb-12    |

\* Findings from Outcomes 1, 2 and 4 are included in the PPA report as Outcome 3 is still being finalised at time of reporting.

See Evidence R30-R33.

|                  |  |                 |                |
|------------------|--|-----------------|----------------|
| <b>Indicator</b> | Degree to which selected interventions have contributed to affecting outcome change, as generated from findings of rigorous qualitative evaluations. |                 |                |
| <b>Baseline</b>  | n/a  |                 |                |
| <b>Milestone</b> | <b>2011/12</b>   | <b>2012/13*</b> | <b>2013/14</b> |
|                  | 40%  | 50%             | 60%            |
| <b>Achieved</b>  | 60%  | 73%             |                |
| <b>Variance</b>  | <i>Given the nature of the indicator, this is not applicable</i>   |                 |                |

\*Reporting cumulatively on projects over Years 1 and 2

**i. Narrative on progress**

In summary, each project focused on influencing state institutions yet the specific type of actor varied depending on project goal and overall power analysis. For instance, in **Tanzania** (Average contribution score: 4.67), the project worked primarily at the local level, with both citizens and local leaders, to ensure government institutions are receptive to the demands of citizens. The evaluation found clear evidence that the project had made a crucial contribution to each of the three outcomes investigated (councillors more responsive and aware; community animators mobilised; community ownership of forest), such that they would not have occurred without the project.

In **Albania**, (Average contribution score 4) and **Guatemala** (Average contribution score 4), the projects similarly focused on local level governance. In the Local Partnerships for Rural Development project in Albania, Oxfam is working with communities to develop Local Action Groups (LAGs) capable of participating effectively in local decision making



processes. There was evidence that the two specific outcomes investigated had materialised (Local Government decisions address LAG priorities and initiatives; LAGs established as viable model for the promotion of women),

and while there is still work to ensure the sustainability of outcomes, the project was found to have made a crucial contribution. In Guatemala, the project was found to have made a significant contribution to an emerging social movement of the Maya Mam, with a focus on women and youth in particular. The project has succeeded in boosting their participation in political processes affecting the Mam territory and securing a policy protecting the Mam territory that transcends departmental and national boundaries. This was achieved despite the obstacles and challenges posed by companies and government against the movement.

In comparison, the **Pan Africa** Raising Her Voice project (Average contribution score: 4.5), supported the Solidarity for African Women's Rights Coalition (SOAWR) to press for continent wide ratification of the African Union's Maputo Protocol on Women's Rights. On the question of whether the project had effectively contributed to the ratification of the Protocol, the evaluation focused on the case of Kenya, and found evidence to conclude that Kenyan civil society was a key driving force to achieve ratification in Kenya and that SOAWR members were at the forefront of this struggle.

**ii. Assessment of overall progress towards target**

Oxfam is on track to meet overall target for this indicator. In fact, Oxfam has seen an increase for Outcome 5 this year which is contrary to the more static nature of the other outcome indicators. Oxfam believes this increase can be partly explained as a result of two issues :

- The projects randomly selected to report on this outcome in 2012/13 were all engaged in building the capacity and efficacy of broad based civil society organisations, whereas the 2011/12 sample included projects working with very discrete CSOs.
- Oxfam also worked in 2012/13 to ensure a much more consistent application of the process tracing protocol, and the identification of significant outcomes on which to focus the review.

**iii. Recommendations on amendments**

No changes requested to the indicator or outcome statement.

**3.1.6 Progress to date against PPA Outcome 6**

**Outcome 6: Evidenced and substantive contributions made towards affecting pro-poor policy change.**

The responses randomly selected and reviewed include:

| Managing country/team | Title Project   | Project Starts | Project Ends |
|-----------------------|---|----------------|--------------|
| Mozambique            | Raising Mozambican women voices                                       | 1-Oct-08       | 31-Mar-13    |
| Afghanistan           | Afghanistan global rights in crisis campaign                          | 4-Apr-11       | 6-Apr-12     |
| Ghana                 | Health Campaigning  | 1-Apr-11       | 31-Mar-13    |
| Bolivia               | Increasing women's political participation in Chile and South America | 18-Aug-08      | 31-Mar-13    |

See Evidence R34-R37.

| Indicator | Degree to which selected interventions have contributed to affecting outcome change, as generated from findings of rigorous qualitative evaluations. |          |         |
|-----------|--|----------|---------|
| Baseline  | n/a  |          |         |
| Milestone | 2011/12  | 2012/13* | 2013/14 |
|           | 40%  | 50%      | 60%     |
| Achieved  | 69%  | 69%      |         |
| Variance  | <i>Given the nature of the indicator, this is not applicable</i>   |          |         |

\*Reporting cumulatively on projects over Years 1 and 2.

**i. Narrative on progress**

Only reports from three of the four projects sampled under this outcome indicator are being included in this year's PPA reporting. As is common in evaluations of interventions working to influence policy change where decisions are often taken behind closed doors, the evaluator for the Mozambique project 'Raising Mozambican women's voices' was unable to access sufficient evidence on how outcomes were influenced, and in light of that, reach credible conclusions on Oxfam's contribution. The Mozambique project was therefore excluded from this year's reporting.



In the projects reviewed, Oxfam worked with and through coalitions of civil society actors to influence pro-poor policy change. In **Ghana** (Average contribution score: 3.34), the project sought to raise awareness of the weaknesses of the health insurance scheme as a modality for financing free universal health care. It also sought to propose other viable solutions, including alternative tax-based and innovative health care financing mechanisms to deliver universal health care. While the Campaign was not found to have made a significant contribution to stimulating political buy-in for free universal health care in the lead up to the 2012 elections, it did find strong causal evidence linking the Campaign to changes in the way the National Health Insurance Authority calculated health insurance coverage, and concluded that the subsequent government re-appraisal of the number of Ghanaians who actually benefit from access to free health care was a clear victory for the Campaign.

In **Afghanistan** (Average contribution score: 3), the project evaluation focused on the Rights in Crisis campaign effort to influence policy issues related to women's right. While the evaluation found that the campaign had made minimal contributions to improving the implementation of the Elimination of Violence Against Women law, it found evidence that

the campaign had made direct and indirect contributions to keeping the participation of Afghan women in the Peace and Reconciliation Process on the agenda of key Afghan decision makers.



"They have installed women's human rights on the agenda," one evaluation respondent said, "because of their persistent work and rigorous data, they have had an ideological influence and made people understand that without certain political and institutional reforms, the participation problems cannot be solved." **Anonymous, Chile**

In **Chile** (Average contribution score: 3.5), the project worked to promote the participation of Chilean women in public life and decision making. It worked to achieve this by engaging with female and male legislators to increase their capacity and knowledge on key debates about women's issues as well as engaging champions from different political parties and women's rights organisations to campaign for a more inclusive participation of women in electoral processes.

The evaluation found that the campaign made a crucial contribution to ensuring the presence and priority of gender issues and women's political participation on the parliamentary agenda, and made a significant contribution to securing the support of political parties' representatives for increasing the number of women candidates participating in electoral processes at local and national level.

**ii. Assessment of overall progress towards target**

Oxfam is on track to meet overall target for this indicator.

**iii. Recommendations on amendments**

No changes requested to indicator or outcome statement.

### 3.2 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress

Given the nature of the GPF (especially in term of randomised annual sampling), challenges and factors of progress relating to the achievement of outcomes are almost entirely methodologically related.

As noted in detail in the introduction to Section 3, the emergent challenge related to the achievement of outcomes has been the setting of the 'too ambitious' targets for some and, perhaps more consistently, the misjudged assumption that year on year growth in performance (for a organisational performance measurement system such as the GPF) is possible over the short to medium term.

For methodological challenges specific to the achievement of individual outcomes see **Evidence R11**.

### 3.3 Assumptions

None of the results from the projects reviewed for 2012/13 have fundamentally challenged any of the organisation's assumptions. For some outcomes there has been some specific learning:

**Outcome 4** – Elevating women's status at the household level may be a more complex, multi-dimensional, context-specific and long-term than is assumed by some individual projects' theories of change. While organisational assumptions hold true, a more sophisticated approach may be required for some of Oxfam's projects.

**Outcome 5** – While the assumption is holding, it is clear that some groups of citizens (and their representative organisations) have more opportunity than others. Project teams continue to take difficult decisions about whom to work with – those who are marginalised or those who represent marginalised groups and have enough existing capacity to have influence.

**Outcome 6** – The reviews have illustrated the challenges around relationships between national and international actors working to effect national level policy change (such as in Afghanistan, and Ghana). While they provide strong examples of how advocacy at the international level can support and strengthen national advocacy goals, they also highlight the importance of ensuring such advocacy efforts are owned and directed by national level actors.



## Section 4: Output review and scoring

### 4 Output review and scoring

In Section 3 the performance of the 26 Year 2 projects were reviewed against Oxfam's global outcome indicators. In the section below, the performance of these same projects are now reviewed against the annual output milestones set for 2012-13.

Please note – the figures in the indicator tables are cumulative whereas the narrative provides Year 2 results only.

#### 4.1 Output 1: Life sustaining and needs-based support provided to 5.25 million people from low income countries affected by serious humanitarian crises.

In 2012-13, Oxfam provided vital humanitarian assistance and rehabilitation activities to approximately 8.3 million people through its responses in 37 countries.

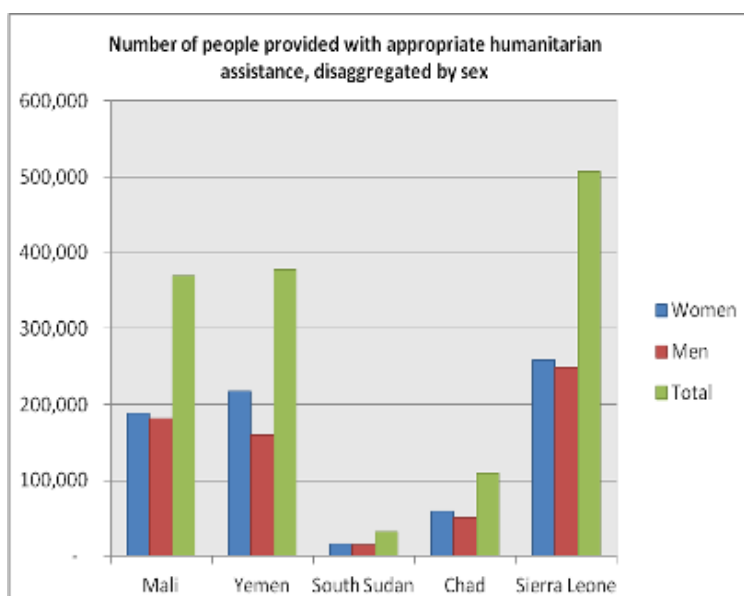
##### 4.1.1 Assessment of performance of output and progress against expected results

| Indicator 1.1      | Total number of people provided with appropriate humanitarian assistance, disaggregated by sex. |  |  |
|--------------------|---|--|--|
| Baseline           | 0   |  |  |
| Milestone          | 2011/12   | 2012/13  | 2013/14  |
|                    | 400,000<br>(200K f; 200K m)   | 3,750,000<br>(cumulative figure)<br>(1,875K f; 1,875K m) | 5,250,000<br>(cumulative figure)<br>(2,625K f; 2,625K m) |
| Achieved           | 2,250,000   | 3,650,000  |  |
| Variance           | +1,850,000  | -100,000   |  |
| Disaggregated data | Female: 1,230,000<br>Male: 1,020,000  | Female: 1,970,000<br>Male: 1,680,000                     |  |

##### i. Narrative on progress

Across the five emergencies selected, appropriate humanitarian assistance was provided to 1,400,000 people (53% of whom were women):

- 660,000 people were provided with access to safe water;
- 820,000 people were directly reached with health promotion;
- 140,000 people were provided with improved sanitation;
- 400,000 people were provided with food, cash or vouchers; and
- 100,000 people received livelihood recovery support.



|   |                 |
|---|-----------------|
| <p><b>ii. Assessment of overall progress towards indicator</b><br/>Oxfam is on track to meet the overall target for this indicator.</p> <p><b>iii. Recommendations on amendments to output or indicator</b><br/>No amendments required.</p>   |                 |
| <p><b>4.1.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress</b></p> <p>The randomised selection of projects for review on an annual basis makes it difficult for Oxfam to identify meaningful challenges related to the achievement of the outputs or key drivers of progress beyond issues concerning the project sampling process within the GPF as discussed in Section 5.4.</p> |                 |
| <p><b>4.1.3 Impact Weighting</b></p> <p><b>i. Current impact weighting in logframe (%):</b> 100% for Outcome 1<br/> <b>ii. Are you making any changes to this weighting:</b> No<br/> <b>iii. Explanation for changes:</b> N/A<br/> <b>iv. How are you managing changes?</b> N/A</p>   |                 |
| <p><b>4.1.4 Output risk</b></p> <p><b>i. Current risk:</b> Low<br/> <b>ii. Are you making any changes to the level of risk?</b> N<br/> <b>iii. Explanation for changes:</b> N/A<br/> <b>iv. How are you managing changes?</b> N/A</p>   |                 |
| <p><b>4.1.5 Actual achievement of expected results for Output 1</b></p>   | <p><b>A</b></p> |

**4.2 Output 2: 700,000 people effectively supported to reduce their risk to natural hazards and adapt to current and future climatic variability and uncertainty.**

In 2012-13, Oxfam provided support to approximately 2,000,000 people to mitigate risk and adapt to climate change in 35 countries.

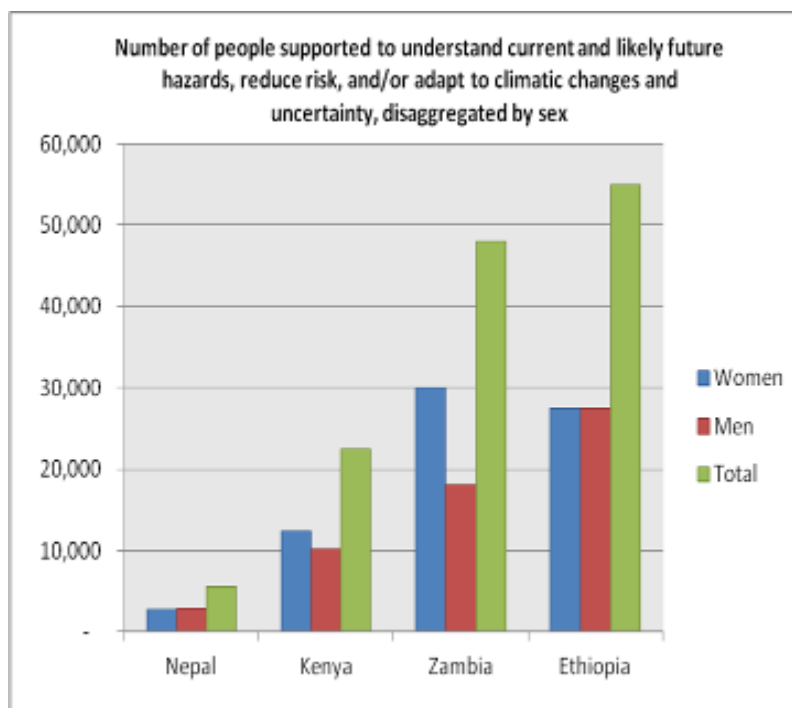
**4.2.1 Assessment of performance of output and progress against expected results**

|                           |  |  |  |
|---------------------------|--|--|--|
| <b>Indicator 2.1</b>      | Number of people supported to understand current and likely future hazards, reduce risk, and/or adapt to climatic changes and uncertainty, disaggregated by sex. |  |  |
| <b>Baseline</b>           | 0  |  |  |
| <b>Milestone</b>          | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>                                     |
|                           | 150,000<br>(75K f; 75k m)  | 475,000<br>(cumulative figure)<br>(237.5k f; 237.5k m) | 700,000<br>(cumulative figure)<br>(350K f; 350k m) |
| <b>Achieved</b>           | 356,000  | 487,000  |  |
| <b>Variance</b>           | +206,000   | +12,000  |  |
| <b>Disaggregated data</b> | Female: 144,000<br>Male: 212,000   | Female: 217,000<br>Male: 270,000                       |  |

**i. Narrative on progress**

Across the four projects, 131,000 people (56% of whom were women) were supported to understand current and likely future hazards, reduce risk, and adapt to climatic changes and uncertainty:

- 67,000 people were supported to manage risk and uncertainty where future climatic trends are unknown;
- 12,000 people were supported to reduce risk from existing hazards and climate variability;
- 39,000 people were supported to adapt to emerging climatic trends;
- 50,000 people were supplied with information relating to hazards, disaster preparedness, weather and local climatic changes; and
- 11,000 people were supported to innovate in response to current/future climatic changes.



**ii. Assessment of overall progress towards indicator**

Oxfam is on track to meet the overall target for this indicator.

**iii. Recommendations on amendments to output or indicator**

No amendments required.

**4.2.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

See Section 4.1.2.

**4.2.3 Impact Weighting**

- i. Current impact weighting in logframe (%):** 100% for Outcome 2
- ii. Are you making any changes to this weighting:** N
- iii. Explanation for changes:** N/A
- iv. How are you managing changes?** N/A

**4.2.4 Output risk**

- i. Current risk:** Low
- ii. Are you making any changes to the level of risk?** N
- iii. Explanation for changes** N/A
- iv. How are you managing changes?** N/A

**4.2.5 Actual achievement of expected results for Output 2**

**A**

### 4.3 Output 3: 80,000 poor women and men supported to sustainably increase their income via market-focused value chain development support.

In 2012-13, Oxfam supported approximately 1,500,000 women and men to increase income and/or food security in 42 countries.

#### 4.3.1 Assessment of performance of output and progress against expected results

|                           |  |   |  |
|---------------------------|--|---|--|
| <b>Indicator 3.1</b>      | Number of women and men directly supported to increase income via enhancing production and/or market access. |   |  |
| <b>Baseline</b>           | 0  |   |  |
| <b>Milestone</b>          | <b>2011/12</b>   | <b>2012/13</b>                                  | <b>2013/14</b>                                 |
|                           | 20,000<br>(10K f, 10K m)   | 50,000<br>(cumulative figure)<br>(25K f, 25K m) | 80,000<br>(cumulative figure)<br>(40Kf, 40K m) |
| <b>Achieved</b>           | 34,700   | 52,600  |  |
| <b>Variance</b>           | +14,700  | +2,600  |  |
| <b>Disaggregated data</b> | Female: 23,400<br>Male: 11,300   | Female: 32,200<br>Male: 20,400                  |  |

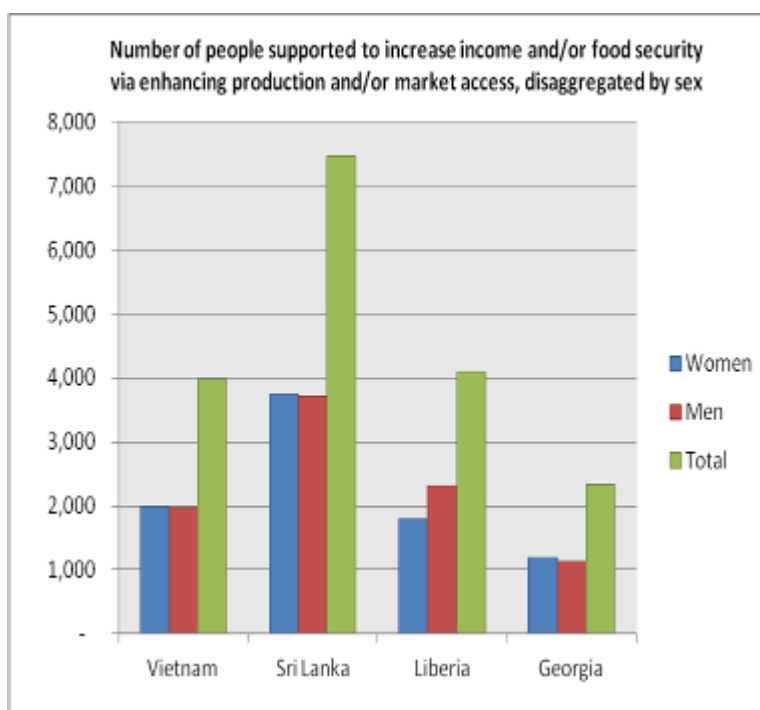
##### *i. Narrative on progress*

Across the four projects, 17,900 people (49% of whom were women) were supported to increase income and/or food security by enhancing production and/or market access:

- 11,900 people were directly supported to improve the production and/or quality of targeted goods and services, e.g. via the provision of improved seeds, fertilisers, livestock, etc;

- 4,400 people received livelihood support through Oxfam/partner facilitation (as opposed to direct service provision, i.e. without any Oxfam direct funding);

- 3,700 people were directly supported to increase their access to and power within markets, e.g. via supporting producer-owned enterprises, brokering relationships with buyers, etc.; or to access key post-production services in the value-chain e.g. transport, marketing, etc.;



• 800 people were supported to access and/or improve the conditions of paid/waged jobs;

- 2 rural and urban community-based enterprises were directly supported; and

- 100 people received other livelihood support.

##### *ii. Assessment of overall progress towards indicator*

Oxfam is on track to meet the overall target for this indicator.



**iii. Recommendations on amendments to output or indicator**

No amendments required.

**4.3.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

See Section 4.1.2.

**4.3.3 Impact Weighting**

**i. Current impact weighting in logframe (%):** 100% for Outcome 3

**ii. Are you making any changes to this weighting:** N

**iii. Explanation for changes:** N/A

**iv. How are you managing changes?** N/A

**4.3.4 Output risk**

**i. Current risk:** Low

**ii. Are you making any changes to the level of risk?** N

**iii. Explanation for changes:** N/A

**iv. How are you managing changes?** N/A

**4.3.5 Actual achievement of expected results for Output 3**

**A**

**4.4 Output 4: 37,500 people reached to enable women to gain increased control over factors affecting their own priorities and interests.**

In 2012-13 Oxfam reached approximately 2,700,000 people in 48 countries to enable women to gain increased control over factors affecting their own priorities and interests.

**4.4.1 Assessment of performance of output and progress against expected results**

|                           |   |  |  |
|---------------------------|---|--|--|
| <b>Indicator 4.1</b>      | Number of people reached to enable women to gain increased control over factors affecting their own priorities and interests. |  |  |
| <b>Baseline</b>           | 0   |  |  |
| <b>Milestone</b>          | <b>2011/12</b>  | <b>2012/13</b>                                 | <b>2013/14</b>                                       |
|                           | 15,000<br>(10K f; 5K m)   | 20,000<br>(cumulative figure)<br>(15K f; 5K m) | 37,500<br>(cumulative figure)<br>(27,75K f; 9.25K m) |
| <b>Achieved</b>           | 3,800   | 23,800   |  |
| <b>Variance</b>           | - 11,200  | +3,800   |  |
| <b>Disaggregated data</b> | Female: 2,100<br>Male: 1,700  | Female: 18,500<br>Male: 5,300                  |  |

**i. Narrative on progress**

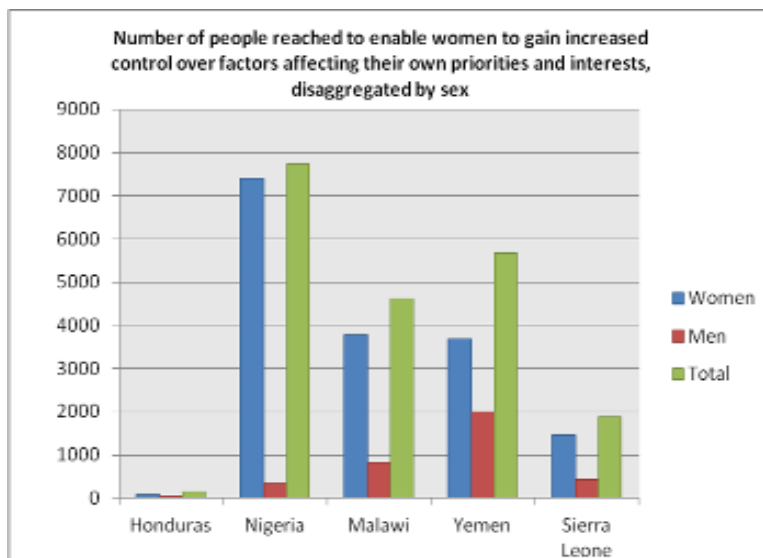
Across the five projects, 20,000 people (82% of whom were women) were supported to enable women to gain increased control over factors affecting their own priorities and interests:

- 300 women were provided with economic strengthening support, including those aimed at increasing their position, power and influence in enterprises and markets;
- 2,100 women were directly supported to increase their access to and control over



strategic assets, such as land, equipment and cash;

- 3,200 women were directly supported to play leadership roles in their communities and elsewhere;
- 4,300 women and men were directly reached by interventions aiming to reduce the incidence of gender-based violence;
- 700 women were directly supported by interventions to enhance their political participation;
- 5,800 women and men were directly reached by information, education and communication (IEC) interventions on women's rights and gender equity; and
- 9,500 women and men were directly reached by other interventions relevant to women's empowerment;



**ii. Assessment of overall progress towards indicator**

Oxfam is on track to meet the overall target for this indicator.

**iii. Recommendations on amendments to output or indicator**

No amendments required.

**4.4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

See Section 4.1.2.

**4.4.3 Impact Weighting**

**i. Current impact weighting in logframe (%):** 100% for Outcome 4

**ii. Are you making any changes to this weighting:** No

**iii. Explanation for changes:** N/A

**iv. How are you managing changes?** N/A

**4.4.4 Output risk**

**i. Current risk:** Low

**ii. Are you making any changes to the level of risk?** Y

**iii. Explanation for changes:** Having completed the intended number of Effectiveness Reviews (five) this year on this output area, unlike the previous year where only three were completed, the output levels for this indicator are back on track. The level of risk associated with achieving the overall output milestone has therefore dropped from medium to low.

**iv. How are you managing changes?** N/A

**4.4.5 Actual achievement of expected results for Output 1**

**A**

#### 4.5 Output 5: 45,000 citizens supported to engage with state institutions and capacity building provided to 1000 duty bearers.

In 2012-13 Oxfam supported approximately 4,300,000 citizens, CBO Members and CSO staff to increase engagement with state institutions and other actors in 46 countries.

##### 4.5.1 Assessment of performance of output and progress against expected results

| Indicator 5.1a)    | Number of citizens, CBO members, and CSO staff supported to engage with state institutions/other relevant actors |                                |                               |
|--------------------|--|--------------------------------|-------------------------------|
| Baseline           | 0  |                                |                               |
| Milestone          | 2011/12  | 2012/13                        | 2013/14                       |
|                    | 2,130  | 28,000<br>(cumulative figure)  | 45,000<br>(cumulative figure) |
| Achieved           | 8,640  | 69,240                         |                               |
| Variance           | +6,510   | +41,240                        |                               |
| Disaggregated data | Female: 4,300<br>Male: 4,340   | Female: 34,000<br>Male: 35,240 |                               |

| Indicator 5.1b)    | Number of duty bearers benefiting from capacity support. |                            |                             |
|--------------------|--|----------------------------|-----------------------------|
| Baseline           | 0  |                            |                             |
| Milestone          | 2011/12  | 2012/13                    | 2013/14                     |
|                    | 30   | 700<br>(cumulative figure) | 1000<br>(cumulative figure) |
| Achieved           | 355  | 1,255                      |                             |
| Variance           | +325   | +555                       |                             |
| Disaggregated data | Not available  | Not available              |                             |

##### *i. Narrative on progress*

Across the four projects, 60,600 citizens, CBO members and CSO staff (49% of whom were women) were supported to engage with state institutions, and 900 duty bearers were provided with direct support to improve their capacity to deliver on their responsibilities:

- 57,000 people were directly reached by information, education and communication (IEC) interventions relevant to citizen engagement;
- 5,400 people were mobilised to engage in campaigns at national and international levels to achieve specific policy goals;
- 1,700 people were directly supported and/or mobilised to advocate with non-state actors to improve their practices;
- 47,400 volunteers and staff from citizen groups, CBOs, and CSOs were trained in advocacy, campaigning, public and media engagement;
- 900 state employees and other duty bearers received direct support to enhance their capacity in fulfilling their duties and responsibilities;
- 13,700 people were directly supported to actively monitor the performance of targeted duty bearers; and
- 2,400 people were supported to advocate directly with local government institutions to call for improvements in practice.

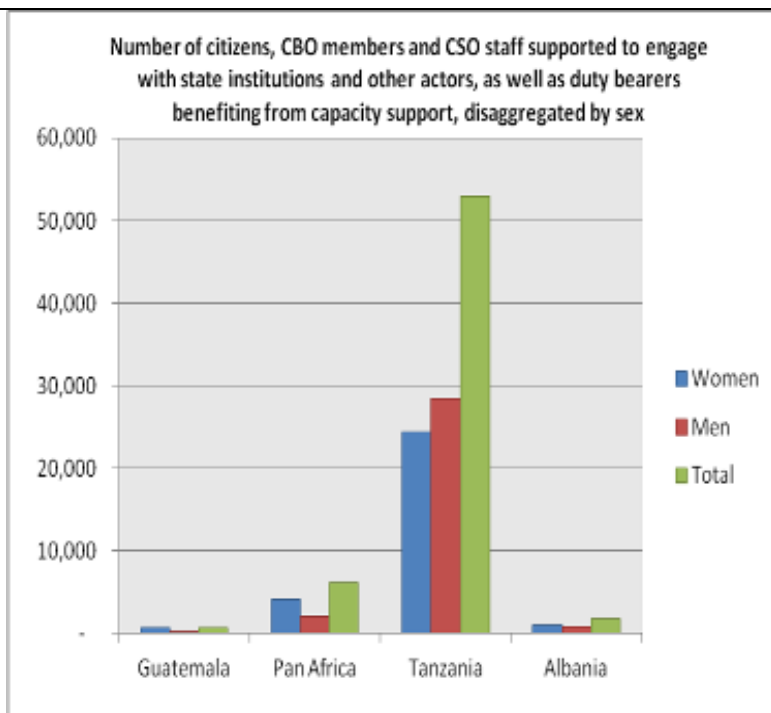
**ii. Assessment of overall progress towards indicator**

Oxfam has already exceeded the overall target for this indicator.

**iii. Recommendations on amendments to output or indicator**

Oxfam proposes an upward revision to the Year 3 output targets as follows:

- Output indicator (A) will increase from 45k to 100k
- Output indicator (B) will increase from 1k to 1.7k



**4.5.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress**

See Section 4.1.2.

**4.5.3 Impact Weighting**

**i. Current impact weighting in logframe (%):** 100% for Outcome 5

**ii. Are you making any changes to this weighting:** N

**iii. Explanation for changes:** N/A

**iv. How are you managing changes?** N/A

**4.5.4 Output risk**

**i. Current risk:** Low (previously medium)

**ii. Are you making any changes to the level of risk?** Y

**iii. Explanation for changes** Given the significant increase in outputs during Year 2, the risk of not achieving the overall output target has reduced. Despite the proposed upward revision to the Year 3 target, the risk of not achieving it is now considered low.

**iv. How are you managing changes?**

**4.5.5 Actual achievement of expected results for Output 5**

**A++**

**4.6 Output 6: 3500 campaign actions directly undertaken or supported, e.g. Contacts made with policy targets, online and offline actions taken, media coverage, publications, and specific events held.**

In 2012-13, a total of 1.5 million offline and online actions were taken by people in support of Oxfam’s campaign and advocacy initiatives.

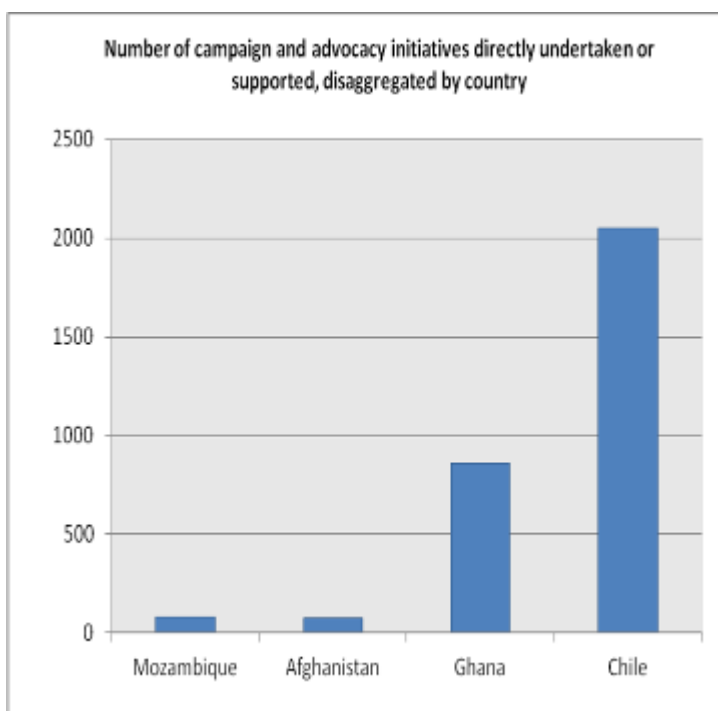
**4.6.1 Assessment of performance of output and progress against expected results**

|                           |   |                |                |
|---------------------------|---|----------------|----------------|
| <b>Indicator 6.1</b>      | Number of campaign and advocacy initiatives directly undertaken or supported                |                |                |
| <b>Baseline</b>           | 0   |                |                |
| <b>Milestone</b>          | <b>2011/12</b>  | <b>2012/13</b> | <b>2013/14</b> |
|                           | 400   | 3,000          | 3,500          |
| <b>Achieved</b>           | 2,500   | 4,950          |                |
| <b>Variance</b>           | +2,100  | +1,950         |                |
| <b>Disaggregated data</b> | <i>Given the nature of the indicator, it is not possible to provide disaggregated data.</i> |                |                |

***i. Narrative on progress***

Across the four projects, 2,450 campaign and advocacy initiatives were directly undertaken or supported:

- 90 specific campaign and advocacy events were held;
- 110 contacts were made with policy targets on featured campaign topics;
- There were 130 known media hits on featured campaign issues linked back to Oxfam’s work or support;
- There were 100 offline actions taken in support of campaign / advocacy initiatives;
- 20 publications and other media products were produced on featured campaign topics; and;
- There were 2,000 online actions taken in support of campaign / advocacy initiatives.



***ii. Assessment of overall progress towards indicator***

Oxfam has already exceeded the overall target for this indicator.

***iii. Recommendations on amendments to output or indicator***

Oxfam proposes that the Year 3 output target be revised upward from 3.5k to 5.5k.



|  |           |
|--|-----------|
| <b>4.6.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress</b>   |           |
| See Section 4.1.2.   |           |
| <b>4.6.3 Impact Weighting</b>  |           |
| <p><i>i. Current impact weighting in logframe (%):</i> 100% for Outcome 6<br/> <i>ii. Are you making any changes to this weighting:</i> N<br/> <i>iii. Explanation for changes:</i> N/A<br/> <i>iv. How are you managing changes?</i> N/A</p>  |           |
| <b>4.6.4 Output risk</b>   |           |
| <p><i>i. Current risk:</i> Low (previously medium)<br/> <i>ii. Are you making any changes to the level of risk?</i> Y<br/> <i>iii. Explanation for changes</i> - Given the increase in outputs during Year 2, the risk of not achieving the overall output target has reduced. Despite the upward revision to the Year 3 target, the risk of not achieving it is now considered low.<br/> <i>iv. How are you managing changes?</i> N/A</p> |           |
| <b>4.6.5 Actual achievement of expected results for Output 1</b>   | <b>A+</b> |

**Section 5: Organisational effectiveness** (This may be read as a stand-alone section)

|  |  |
|--|--|
| <b>5.1 Organisational effectiveness, definition and impact of PPA funds</b>  |  |
| <p><i>i. How do you define organisational effectiveness within the context of your PPA funding?</i></p> <p>Oxfam’s PPA is invested as a <b>strategically flexible contribution</b> towards the organisation’s mandate of overcoming poverty and suffering, and amounts to approximately 12% of the unrestricted budget available to the organisation’s International Division to deliver on this. While there are many understandings of organisational effectiveness, in the context of Oxfam’s International Division (and therefore the PPA), Oxfam’s primary measure of organisational effectiveness is the ability to “overcome poverty and suffering”. Oxfam’s Global Programme Framework (GPF) is designed to measure this by assessing the organisation’s progress against the six global outcomes under its organisational mandate.</p> <p>There are many other aspects of organisational effectiveness that are important to Oxfam, such as value for money (VfM), accountability to stakeholders, partner relationships, transparency, and staff competency to name a few. While acknowledged as important, Oxfam believes that they are ‘secondary’ to its primary understanding of effectiveness.</p> <p><i>ii. What difference has PPA funds made to organisational effectiveness in 2012/13. What effect has this had, if any, on the delivery of your activities and your reported results? How will this be developed in 2013/14?</i></p> <p>Oxfam has continued to invest unrestricted funding into further developing as well as implementing the organisation’s GPF in order to improve its effectiveness. Oxfam</p> |  |

introduced a number of modifications to the GPF, including: reviewing the sampling criteria methodology to improve the appropriateness of projects selected for review (detailed in section 5.4); updating protocols and packs for the three evaluation methodologies (see **Evidence R11**); and proactively making the results of the GPF public – contributing to and learning from the debate across the sector about how to credibly demonstrate impact (outlined in Section 8). A key focus during 2012/13 has also been the consideration of how the Effectiveness Review process can better balance the dual purposes of accountability and learning (see Section 6.2).

Early feedback indicates that these modifications have had a positive effect on the engagement of country and regional staff in the Effectiveness Reviews' findings yet also suggests that further adjustments can be made. These are being built into a learning strategy which will guide improvements in the GPF process into 2013/14 and onwards.

Full details can be found in **Evidence R1 and R38**

**iii. What have PPA funds enabled your organisation to do in 2012/13 that you would not have otherwise been able to do, and why?**

In addition to the activities and achievements detailed throughout this report, two further areas of Oxfam's work in 2012/13 which would not have been possible without the availability of strategic flexible funds include:

**Rapid Humanitarian Response in Emergencies:** in 2012/13 unrestricted funds provided critical support to three key elements of Oxfam's humanitarian response capacity:

- Through the organisation's **Catastrophes Fund**, a revolving crisis response fund supported by unrestricted income, Oxfam was able to **respond to 23 humanitarian emergencies reaching over 3.5 million people**. In total, Cat Fund expenditure totalled £2.5m for 2012/13, with allocations made totalling £9.7m which leveraged an additional £57m of restricted funds.
- Oxfam arranged **187 deployments of Humanitarian Support Personnel (HSPs)** in 2012/13, with 45% being deployed to the Horn and Central Africa region, 24% to the West Africa region and 18% to the Middle East. HSPs are critical to Oxfam's global emergency response capability.
- Oxfam also maintained **Technical Advisory expertise in Public Health Engineering (PHE), Public Health Promotion (PHP) and Emergency Food Security & Livelihoods (EFSL)**, with global staff supporting emergency response, providing technical advice, building country capacity and leading research and development.

**Sustainability Audit of the camps in Maban, South Sudan.**

In the course of this reporting year, Oxfam's senior PHE Advisor led a Sustainability Audit of the camps in Maban, South Sudan. It is predicted that these camps will remain in place for 5 to 10 years so the audit was crucial to ensure the long-term operation and maintenance of the existing WASH facilities and to identify more sustainable and cost-effective alternatives. As a result, a number of motorised water systems were changed to solar-powered systems and old hand-pumps were replaced with new ones. Following the success of compost toilets in Dolo Ado, Ethiopia, Oxfam is also planning to implement a sustainable compost toilet programme in the Maban camps. This will provide an innovative alternative to the existing latrines which have to be frequently desludged due to the shallow rock they are built upon. The new toilets will provide compost for the many market gardens around Oxfam's tap-stands, and it is expected that this will have a high take up.

**Southern Campaigning for Pro-Poor Policy Change:** Unrestricted funds have provided human resources at country and regional level for Oxfam's southern policy and advocacy work which supports southern civil society to hold governments and other power-holders to account. Key campaigning successes included the **People's Survival Fund law in the Philippines**, the **Sahel food crises campaigning**, and the national **GROW campaign in Brazil**. Unrestricted funding also enabled Oxfam to hold a Campaigns and Advocacy Leadership Programme which was designed specifically for Oxfam staff and key partners at the forefront of leading campaigning and advocacy work at country, regional and global-levels to increase their impact.

Full details can be found in **Evidence R2 and R5** and further examples on 'Country-level Programme Quality Initiatives' and 'Support to Contexts of Fragility and Conflict' can be found in **Evidence R1 and R3**.

**iv. What are you doing less of as a result of PPA funding, and why?  
Please include examples**

Unrestricted funds enable Oxfam to invest in fundamental reviews of key programme strategies at global, regional and country level. Central to such review processes is the ability to draw out learning on what works, what doesn't and what Oxfam's added value might be in any particular sector. The intended result of this is to bring more focus to what Oxfam does and, in turn, reduce areas of programming that do not deliver the greatest possible change for people living in poverty with the limited available resources at hand. For example, over recent years, Oxfam has invested resources into reviewing the effectiveness of 'service delivery' programming on health and education as an organisational Aim in itself. The consequence of this review process has resulted in Oxfam **reducing this type of programming**. Oxfam's strategy now unequivocally states that the organisation will **disinvest from the direct delivery of services** in favour of building the influencing skills of Oxfam's country teams and partners to be able to support and hold appropriate national duty bearers to account on such service provision. The organisation is now not pursuing and/or turning down funding based on this strategy.<sup>9</sup> In 2012/13, in the course of the development of the new Oxfam International Strategic Plan 2013-2019, this matter was agreed upon by all Oxfam Affiliate organisations and cemented into [Oxfam International's Strategic Plan](#) for the next six years. **Oxfam's agreed approach is to limit service delivery programming only to cases of humanitarian emergency or where the delivery of services supports policy and campaigning goals for broader change.**

## 5.2 Anti-corruption and Transparency

**i. Are you IATI compliant?** Yes (since November 2011)

**ii. Do you go beyond IATI minimum compliance?** Yes

During 2012-13, Oxfam has designed and developed system enhancements to allow automated extraction of extended project level data and conversion to an IATI compliant format. Oxfam is now in a position to extend its publishing of IATI compliant data and, as of July 2013, will include the following additional information as standard:

1. Project information from April 2013 onward
2. Donor names and funding amounts, for donors of over £100k (covering 98% of restricted funding)

3. Partner names and funding amounts, for partners who are funded by DFID contracts
4. Project documentation that relate to DFID contracts.

By the end of 2013/14, the information will include all institutional donor and all partner details, unless there are exceptional reasons to obscure donor/partner names.

£55k of unrestricted funding has been used to develop the automated system for publishing extended IATI compliant data.

Full details can be found in **Evidence R7**.

**iii. How are you taking anti-corruption measures forward?**

Oxfam has a comprehensive approach to risk management and embeds elements of fraud prevention within general policies and procedures such as those related to procurement, sign off and authorisation.

During 2012-13, Oxfam approved a new Counter Fraud Strategy (**Evidence R39**) and put in place a fully resourced Counter Fraud team to implement this strategy. The strategy aims to foster an anti-fraud culture within Oxfam and partner organisations by raising awareness of the issue at all levels within the organisation and providing training and guidance on fraud risk mitigation strategies and on detection and investigation techniques. The Counter Fraud team also investigates suspected fraud and irregularity as well as report the findings and recommendations from investigations to Oxfam's senior management.

Oxfam also introduced a new Anti Bribery Policy (**Evidence R40**) during the reporting period, making explicit that bribery and corruption will not be tolerated in Oxfam. An organisation-wide bribery risk assessment was carried out and informed policy and procedures tackling this issue. And finally, a whistle-blowing hotline (in five languages) enables staff at all levels in the organisation to make known any concerns they may have in respect of fraud or other malpractice and this is included as part of staff inductions.

**iv. Paragraph 16 of the PPA MoU states that we must be notified of any misappropriation of funds or potential fraud. Have we been notified of any such situations? No**

In line with Oxfam's policies, where restricted funds received from a donor for a specific purpose have been misappropriated or are the subject of potential fraud, the donor has been immediately notified.

**5.3 What key issues or challenges, identified by your organisation in the Annual Report 2011/12, were to be addressed during 2012/13? How has this work progressed?**

The Effectiveness Review process surfaced a number of issues for Oxfam:

**Country/Project level** – Over the course of 2012-13, country teams have been reflecting on the issues raised in their 2011-12 Effectiveness Reviews in order to improve programme strategy, design and implementation. Section 6.2 looks in detail at how this process is being systematised (referencing examples) and Section 8.1 provides an illustrative case study on the changes made to the OPTI programme to demonstrate how Oxfam is addressing these issues.



**Organisational level** – In their aggregate, the 2011-12 Effectiveness Reviews also highlighted two more systemic issues for Oxfam: firstly, the need for greater consistency in recognising and creating enabling policy environments and how this can be better embedded in programme design; and secondly, widespread misperception within programme design that ingrained gender norms and practices can be changed through conventional ‘short term’ development interventions. Following this recognition, information drawn from the Effectiveness Reviews was used to inform senior management meetings throughout the course of the year. For instance, Oxfam’s Programme Leadership Team (PLT) met in November 2012 and undertook a ‘deep dive’ reflection on progress made and learning around ‘women’s empowerment and livelihoods’ among other issues. Following this meeting, Oxfam has taken steps to invest greater time and effort in improving its understanding of how change happens in this area of programming.

Full details can be found in **Evidence R1 and R38**.

#### **5.4 What key issues or challenges were identified in your feedback letter in 2011/12 for resolution by 2012/13? How has this work progressed?**

**Sampling:** DFID suggested that Oxfam should seek to estimate the extent to which the sampling provides a reliable picture of the organisation’s work. As Oxfam explained, given the number of projects being undertaken across Oxfam programmes, and the random nature of the sampling process, it accepts that the sample of an average of four reviews against each outcome is not large enough to be representative in a statistically significant way. However, Oxfam recognises the issue of representativeness to be a critical one relating both to the credibility of the GPF (and its ability to provide a meaningful insight into Oxfam’s effectiveness) as well as to ensuring that the learning generated is as useful as possible to the organisation.

With this in mind, Oxfam has taken steps to improve the representativeness of selected projects (in relation to specific outcome indicators) by improving the reliability of the sampling process. For the 2012-13 sampling process, Oxfam addressed key issues relating to misclassification of projects in its database and undertook early cross-checking of identified projects to ensure the viability and suitability of projects selected for review against each outcome indicator. Over the course of 2012-13, Oxfam introduced further measures to help ensure the suitability of the projects sampled. These include increasing the financial threshold of projects; involving regional teams earlier and more substantively to help define the sample frame and support the evaluability assessment process; and improving communication with the country project teams on the process. These changes will come into effect for the 2013/14 sampling process.

**Attribution of results to PPA funds:** DFID suggested that the 2011-12 report would be strengthened by greater clarity on how results could be attributed to the PPA – this was also reiterated by the organisation’s IPR evaluators. Whilst maintaining the treatment of PPA funds as an investment into the unrestricted funds of the International Division, Oxfam has instigated a system to better establish better attribution and additionality in PPA reporting. In order to do this, the International Division identified ten thematic priorities (see Section 2.3) and aligned PPA funding with these priorities. This was done by making nominal allocations from existing unrestricted budgets to represent PPA funds. Thematic leads were identified to track and report against progress in the thematic areas. This process will be reviewed in 2013/14 to consider areas for improvement.

Further details on both issues can be found within **Evidence R38**.

## Section 6: Evidence and Evaluation (This may be read as a stand-alone section)

### 6.1 Outline your monitoring and evaluation approach with respect to PPA-funded activities.

As discussed in detail in last year's report, Oxfam's Global Performance Framework (GPF) assesses the organisation's overall effectiveness and impact against its main areas of programmatic work. The PPA logframe is closely aligned to the GPF in order to provide a comprehensive picture on the use and impact of the funds.

Under the GPF, Oxfam has defined six thematic and two 'cross-cutting' global indicator areas<sup>10</sup>. Outputs and outcomes are captured against these indicators using the following approaches:

**Outputs** – All relevant projects must report on output data against predefined output indicators within the thematic areas on an annual basis. This enables Oxfam to better understand and communicate the scale and scope of its work. These outputs are captured and communicated in Section 4.

**Outcomes** – At the outcome level, recognising that it is not possible to rigorously evaluate a significant percentage of the nearly 400 projects closing in any given year, intensive, structured and rigorous evaluation exercises – called 'Effectiveness Reviews' – are carried out each year on a random sample of mature projects associated with each outcome indicator. For each thematic area, attempts are made to review four projects. In 2012-13, Oxfam randomly selected 26 projects (Yr 1: 26) for review against the organisation's global outcome indicators. The findings are captured and communicated in Section 3.

In order to build up an increasingly credible and vivid picture of Oxfam's effectiveness, the results of the outcomes are being calculated and presented on a cumulative basis.

### 6.2 Demonstrate how your organisation has used evidence from your M&E systems to improve PPA-design and delivery activities, increase impact and create better value for money.

Oxfam's monitoring and evaluation processes at programme and country level are designed to promote effective, results-focused, good quality programming. Programme specific M&E plans ensure the systematic assessment of programme performance over time by measuring a number of key metrics such as project milestones, expenditure, and outcome indicators. Moments of reflection and review (such as Country Learning Reviews, Monitoring Reviews, After Action Reviews and evaluations) ensure that programme strategies are adapted and improved.

The GPF Effectiveness Review process (by design) builds on this work, and complements programme and project evaluations, with very rigorous evaluations of a sample of the organisation's projects and programmes. To ensure that learning from the GPF feeds directly into improving the implementation of individual projects, as well as the development of future interventions, the organisation has taken the following steps:

1. The **results of individual Effectiveness Reviews are carefully fed-back to country programmes with learning identified and defined** through a process of engaged discussion with the global evaluation team to support uptake of learning. For example, the Niger and Indonesia country teams are using the conceptual framework developed to measure the impact of adaptation and risk reduction interventions, modifying the characteristics across a number of the dimensions used by the Effectiveness Reviews to design future projects. In Northern Uganda, the Effectiveness Review fed into the revision of the Economic Justice strategy and contributed to the decision to ensure that analysis of gender and protection issues are included in livelihoods planning.
2. A **mandatory management response system**, adopted in June 2012, **documents country level actions that will be taken in response to the findings of these reviews**. These responses are followed-up through the management line. All reviews and management responses are published and available [online](#), and provide clear evidence of how learning feeds back into improving effectiveness and therefore achieving better VfM.

Over time, at an organisational level, as the body of evidence builds up across the thematic areas of programming as well as across geographical contexts, the GPF will provide deeper organisational level learning on particular thematic areas - informing, for example, global level strategy discussions as well as raising questions around assumptions in the organisations overarching theories of change – as already noted in Section 5.3.

Full details can be found in **Evidence R38**.

### **6.3 How have you collected beneficiary feedback and used it to improve your work? Include a discussion of your methodology, sampling and verification activities.**

Oxfam's 'Minimum Standards for Accountability' (**Evidence R41**) include the following 'standard' on beneficiary feedback: "Projects must have feedback mechanisms that have been discussed and agreed by the project; and are capable of dealing with positive and negative feedback as well as complaints." To support this standard, Oxfam's M&E system is premised on the understanding that beneficiary participation is sought from the very outset of programme planning, that baseline surveys are carried out and that beneficiaries are either present (or their input sought and used) in the six-monthly monitoring reviews of programmes. These reviews should be participatory with learning produced in 'real time' and fed directly back into the programme at field level. It is the responsibility of a designated programme manager to ensure that learning arising from the monitoring (including beneficiary feedback) is fed-back into the programme.

In order to assess overall organisational level performance against the organisation's minimum standards on accountability, Oxfam developed and integrated an accountability indicator into its GPF in 2011-12. During 2012-13, based on learning from the first round of pilots, the indicator and methodology were reviewed and modified to ensure that the quality of evidence produced was comparable to other GPF Effectiveness Reviews. In 2013-14, Oxfam will roll out a full process of Accountability Effectiveness Reviews as part of the GPF. In relation to beneficiary feedback specifically, these reviews will:

- a) examine how Oxfam collects, listens to and uses feedback to influence project decision-making; and

- b) include beneficiaries as important stakeholders in passing judgment as to how well Oxfam consults them and responds to their suggestions and concerns.

These reviews will be carried out by independent evaluators and also be subject to the Management Response System.

Oxfam also has a Complaints Policy that guides how the organisation receives, manages, and learns from complaints (**Evidence R42**). Complaints received from beneficiaries are fed into the Quarterly Management Reporting process and collated globally twice a year. This information is studied by senior managers to assess whether Oxfam has a coherent approach to managing complaints and to identify (and take action) on any emerging trends.

Overall, on Oxfam's medium to high level humanitarian responses, the organisation consistently uses robust feedback and complaints reporting mechanisms. The use of these mechanisms is evidenced in regular reports, use of the Humanitarian Indicator Tool, and Real Time Evaluations and case studies (**Evidence R43**). However, from July 2013 onwards the organisation will begin to implement a system through which country offices will report beneficiary feedback, complaints and the resulting changes into a centrally-managed database to improve practice across the organisation. The system will improve consistency of reporting feedback, facilitate trend analysis, improve coherence of the organisation's response and facilitate learning. The information on this database will be collated, analysed and shared up to Trustee level, as well as across the programme, twice a year.

Further details can be found in **Evidence R7**.

## **Section 7: Partnership Working and Value for Money** (This may be read as a stand-alone section)

### **7.1 Please provide evidence to show how PPA funding allows you to take risks and innovate (if at all).**

Oxfam recognises that de-mystifying 'innovation' for staff as well as identifying, cultivating and connecting parts of the organisation and individuals engaged in innovation are key aspects to maximising the potential of 'ideas' and taking strategic risks. To support this, during 2012-13, Oxfam has hosted **blogs on innovation**, created a **crowd-sourcing platform (Ovation) to capture ideas and use them** in Oxfam's work, as well as **identified innovation champions** across different departments. One key output from this cross-fertilization of ideas and people is the **production of an innovation toolkit**.

The **Oxfam Innovation Toolkit (Evidence R44)**, through the investment of unrestricted funding, has been designed to support and guide Oxfam staff and partners through the innovation process from problem definition, to ideas generation and onwards to successful implementation. It consists of 18 tools organised around a simple 3-stage innovation process (Explore, Extract, Enact). It is based on sound principles and practical experience from Oxfam, other charities, innovation consultants, academia and industry. The development of the toolkit was facilitated by [100% Open](#) – a specialist open innovation



agency that has worked extensively with the private sector. Following its launch in 2013-14, Oxfam anticipates the toolkit will help staff and partners turn unmet needs into ideas that grow into successful innovations.

Over the reporting period, Oxfam has also continued to use unrestricted funding to cultivate and support innovation and risk-taking by staff across the organisation. The following examples provide illustrations of this:

- **Oxfam's Urban Framework** – Building on research, lessons learned and technical expertise from across the organisation and its partners, Oxfam has used unrestricted funding to develop an urban framework which will guide its programme work going forward (**Evidence R45**). This framework has been used in 2012-13 to improve urban project and strategy development. In Haiti and the Philippines, country programmes are using the framework to construct their own urban strategies. In Kenya, Zambia, and Indonesia, the framework is being utilised to design new projects that meet immediate needs, reduce long-term risk around disasters, epidemics, and economic shocks, and foster sustainable institutional change for urban governance. In addition, the process of creating the framework has led to productive exchanges and technical cooperation with numerous external institutions, including UN-HABITAT, World Vision International, and the Habitat International Coalition.
- **Digital Vision** – Oxfam has developed a new international strategy on Information Communication and Technology for Development (ICT4D) (**Evidence R46**). In addition to covering the staff time responsible for the strategy, unrestricted funding has been central to supporting pilot projects and sharing the results across country programmes and other audiences. New types of digital interventions developed over the last year include: the use mobiles for cash transfers, real-time market information and weather forecasting in livelihoods programming; strengthening women's empowerment through accessing information digitally including SMS health messaging; building resilience and improved humanitarian responses through information mapping during emergencies, and facilitating cash programming and non-food item distribution.

Full details of these examples and others can be found in **Evidence R4**.

## 7.2 What effect has PPA supported risk-taking and innovation had on the effectiveness, impact and value for money of your activities and reported results?

Oxfam believes that risk-taking and innovation can increase the effectiveness and efficiency of the organisations programming, particularly where Oxfam is the catalyst to facilitating change. The following example from over the past 2 years provides a detailed illustration of the impact of such risk-taking and innovation.

In Yemen, the Social Welfare Fund (SWF) is a government authority responsible for delivering social protection nationally. The SWF works in partnership with the Yemen Post Office to reach the poorest and most vulnerable in Yemen. However, by 2011, as the growing food and political crisis was deepening, donor funding to the SWF from World Bank and others was suspended because of the insecurity. In addition some donors lost confidence in this social protection mechanism and its approach, such as the Dutch government (who DFID transferred its funding through).

Within this challenging context, Oxfam faced a hard choice: continue to work with traditional local level partners on cash programming using previously-tested, community-based targeting and delivery methods but have limited impact in responding to the crisis; or, work in partnership with the SWF and the Post Office who could provide scale to a response but where credibility was low and working relations characterised by a lack of trust. In order to meet the growing needs of the poorest in Yemen, the Oxfam programme chose the latter more risky and untested option, and invested time, energy and resources into building strong, trusting relations with the SWF and the Post Office at local and national levels. Oxfam was then able to work closely with them to introduce new initiatives to improve their capacity to deliver, including establishing a complaints mechanism to identify possible exclusions from the lists as well as creating mobile distribution points closer communities to reduce travel costs of households collecting payments.

In late 2011, Oxfam formalised the partnership with SWF and the Post Office in Al Hodeidah governorate in Yemen and was able to significantly scale up delivery of cash transfers to vulnerable households. At the time, very few agencies were undertaking cash transfer programming to respond to the crisis in Yemen and this pilot represented one of the largest emergency cash distributions undertaken by Oxfam. This risk-taking was validated with 100% of the initial 12,869 household beneficiaries receiving their cash transfers on time, 98% spending a portion of the money received on food, and 99% stating that the food they wanted to buy was available in markets. By evidencing the importance of the market as a source of resilience for poor households and the potential of cash programming to respond effectively to the needs of the most vulnerable populations, other agencies have replicated the approach and WFP slowly began moving towards cash programming. Furthermore, and perhaps more importantly, the programme succeeded in increasing trust in the potential for SWF and Post Office to deliver on social protection needs to the most vulnerable populations during times of insecurity.

With this proven success and reliability, Oxfam was able to secure restricted funds (including a £6m DFID grant) to scale up the project, reaching approximately 400,000 people in 2012-13. Moving into 2013-14, Oxfam has further developed thinking on cash programming, integrating learning on the value of nationally owned social protection systems into its wider resilience building approach in Yemen and continues to secure further investment to do this (the organisation is currently finalising a two year £10m partnership with DFID). Oxfam will continue to work with the SWF in order that it is able to assume its responsibility in the coming years and improve the country's resilience to future shocks. The freedom to take risks and innovate throughout 2011-12 and 2012-13 has allowed Oxfam to deliver better results at greater scale as well as contributing to a change in discourse in the humanitarian community in Yemen.

Full details and other examples can be found in **Evidence R4**.

### **7.3 What additional financial and material resources have been levered from partners as a direct result of PPA funding, enabling you to more effectively deliver your results? How has this been achieved?**

In 2012-13 Oxfam allocated approximately £2.85m of unrestricted funding to the International Division's programme funding function for the purpose of leveraging resources and cooperation from institutional donors, enabling Oxfam to:

- leverage £164 million in additional grants and contracts which allowed the organisation to extend its programme reach and impact;

- invest in developing partnerships with donors to share learning, promote technical cooperation, and facilitate policy dialogue to improve its effectiveness and relevance; and,
- invest in new fundraising markets outside of the UK, in developing new income streams, and in cultivating new strategic funding opportunities to ensure the long term sustainability and stability of the organisation.

Full details of the use and impact of this investment can be found within **Evidence R8**. However, with a specific focus on financial resources in 2012-13, the Programme Funding Department leveraged funding from:

- **13 bilateral donor governments** totalling more than £20m. This figure excludes official development cooperation received via intermediary agencies (such as Oxfam affiliates and other international NGOs as part of multi-stakeholder consortia). This figure also excludes income from the UK government;
- **16 multilateral agencies** totalling more than £78m;
- **14 Oxfam affiliates** and their donor governments totalling more than £21m; and,
- more than **30 international foundations, civil society organisations, and other donor partners** totalling more than £12m.

Without unrestricted funding, Oxfam could not have afforded the costs of securing or managing 346 new funding contracts per year, nor the heavy investment of resources required to manage relationships with more than 70 major institutional donors worldwide. Short-term project based funding would not have given Oxfam the resources needed to build and manage such an extensive portfolio of donor contracts and relationships.

**7.4 Partnership working is considered to be one of the key ‘added value’ aspects of CSOs, and contributes to effectiveness. Outline your approach to partnership working with respect to PPA funding and how it enables your organisation to deliver and achieve results.**

**Oxfam’s approach to partnership working** – Oxfam believes that effective long lasting change can only be achieved when done with – not for – others. Oxfam staff therefore work in partnership with local communities and their organisations, national and local governments, international bodies, the private sector, donors and a myriad of others to bring about sustainable change for people living in poverty. In order to support this approach to change, Oxfam has developed a comprehensive package of resources and tools on partnership (**Evidence R47**). In 2012/13 Oxfam provided 1289 grants to 888 partner organisations. These partnerships are in addition to the many others which do not have a financial element.

**How Oxfam invests its unrestricted funds into partnership working** – Unrestricted funding provides vital resources to cover the investment of staff time in promoting and developing partnership-working, to undertake initiatives which strengthen organisational capacity for effective partnering, to explore new opportunities for partnership and to provide early or periodic investment in partnerships. During 2012-13:

- At the corporate level, Oxfam has set up a high level 'Partnership Working Group' to strengthen the quality of its partnerships. As part of its mandate, the group is working to ensure Oxfam's ability to partner with a broader spectrum of organisations in more collaborative ways of working to deliver greater impact. Oxfam has also been working with other agencies on improving the quality of the sector's partnership approach. This collaboration has led to an interagency report on the role of local partners in humanitarian action. The report pushes the humanitarian sector to approach the building of local capacity during and immediately following emergencies in a more sustained and purposeful way.<sup>11</sup>
- At the country level, the activities and investments are numerous. The Oxfam Zambia programme provides an illustrative case study. In July 2012, the country leadership team developed and approved a Partnership Strategy which built on global resources but included tools specific to the country context (**Evidence R48**). Oxfam staff participated in regular trainings on partnership, covering topics such as developing partnerships, understanding the importance of working in partnership, partnership models, roles and responsibilities, and good practices for engagement in partnership. This has contributed to increased capacity and ability among Oxfam staff to create strong, sustainable and productive partnerships. Unrestricted funding has also been used to undertake assessments of new partners and to engage with different institutions like the media and public sector. In 2013-14, the Oxfam Zambia team is planning to use unrestricted funding to contract an audit firm to undertake audited accounts of key partners as part of an initiative to build partners' capacity to obtain funding themselves.

**How partnership working helps Oxfam deliver and achieve results** – Oxfam understands partnerships as mutually empowering relationships, aware of power imbalances and focused on mutual growth, organisational development, institutional strengthening and, above all, on achieving impact. Partnerships also offer opportunities to leverage much greater results – as the Yemen case study demonstrated in Section 7.2. The following case study from 2012-13 provides further illustration of how a partnership approach allows Oxfam to deliver and achieve results:

In Jordan, though Oxfam does not maintain an office in the country, the organisation had an existing partnership with Legal Aid/Arab Renaissance for Democracy and Development (LA/ARDD) as part of its long standing work on women's access to justice in the region. However, with the growing Syria crisis, this pre-existing partnership was critical in facilitating Oxfam's ability to respond to the refugee crisis in Jordan. LA/ARDD was able to provide Oxfam with office facilities and support its registration so that Oxfam could start work quickly. Initially, Oxfam also relied upon the LA/ARDD to provide finance and HR support services until the new Oxfam structure was established. This encouraged close collaboration between staff of the two organisations and, whilst Oxfam is the smallest donor for LA/ARDD in the humanitarian programme, they have expressed their satisfaction with the learning from Oxfam. For Oxfam, working so closely with LA/ARDD was also a valuable means to better understand the underlying causes of the crisis and develop a viable exit strategy. Equally, LA/ARDD formed a strong bridge between Oxfam and the government leading to Oxfam being one of the only agencies invited to key fora by the government.

Full details and other examples from Zambia, Gaza and Tanzania on Oxfam's work on partnership and its impact can be found in **Evidence R10**.



## 7.5 Value for Money (VfM)

### *i. What are the main cost drivers for your organisation in delivering interventions?*

The main cost categories (% of expenditure in 2012/13) within Oxfam's international programme comprise:

- **Salaries** (23%)
- **Partner grants** (29%)
- **Project supplies** (25%)
- **Property, transport and equipment** (9%)
- **Other categories** (14%).

Drivers of costs for Oxfam's programmes are highly country specific. However, overarching external drivers of cost include:

- **Exchange rates** – Financing for Oxfam's programmes comes primarily in GBP, Euros and USD but is spent in local currency, therefore rapid changes in local exchange rates (e.g. the Malawi Kwacha fell in value by over 50% in 2012/13) results in sudden and unexpected shifts in the costs of implementation. While these shifts are country specific, the organisation in 2012-13 has noted that, unlike the rapid devaluation of Sterling or the Euro as seen in previous years, exchange rate fluctuation has been relatively stable with no significant impact on Oxfam's overall costs.
- **Inflation** – Significant increases in local inflation rates, such as the 11% rise in Angola in 2012/13, has led to escalating costs of implementation. Such rises directly affect the cost of **project supplies** and **property, transport and equipment** as well as having an indirect effect on **staff salaries** and **partner costs**. While inflation rates are country specific, the organisation in 2012-13 has noted increasing inflationary pressures across country programmes driving up Oxfam's overall costs.
- **Taxes** - The level of taxes (mainly indirect sales taxes, payroll taxes and customs duties) impact on the cost of implementation. During 2012-13 Oxfam has seen increases in these costs in many countries, notably Kenya and Somalia, which increase Oxfam's costs of operation. Increasing tax rates are particularly affecting the organisation's salary costs.

A further internal driver of cost is:

- **Programme context** – Oxfam is deliberately shifting its programmatic focus and investment into contexts characterised by high levels of fragility, instability and conflict to increase organisational impact. However, analysis is showing that working in such contexts is much more expensive and is driving up the organisation's costs. These higher costs result from a number of factors such as poor infrastructure; greater insecurity; increased stress on physical and mental health; higher proportion of expatriate staff; and greater communication challenges. From the analysis of programme finances in 2011/12 (2012/13 data is still being processed and analysed), Oxfam can see that security costs are 14% higher, medical costs 3% higher, satellite phone costs 21% higher and broader communication costs 13% higher in these contexts than the organisation would expect from programmes of a similar size if all factors were equal.

**ii. Describe how competition and effective commercial practice is used to drive improved value for money**

The following provides an overview of the most significant commercial practices used by Oxfam in 2012-13 to improve VfM:

- Oxfam focuses on **category management of its main areas** of spend in the UK. This has meant reducing the number of suppliers for our main purchase areas to drive up VfM. For example, the organisation has consolidated more of its UK and international travel spend through a single supplier in order to reduce travel and processing costs as well as provide enhanced carbon reporting.
- Oxfam has **supplier framework agreements** for all of its key product areas to ensure favourable rates. These agreements are always **non-exclusive**.
- Where supplier framework agreements are not able to secure VfM, the organisation creates a **competitive supply market for goods and services** – see currency purchasing example in Section 7.6.
- **All purchases of over £20k within our international programme must be subject to a commercial tender process.**
- For humanitarian supplies specifically, a centrally based procurement unit in **Oxfam uses a mix of central suppliers** (to access niche goods or economies of scale) **and local suppliers in country** (with lower transportation costs and shorter delivery times) to ensure good VfM. For instance, using a regionally based supplier (over the UK based supplier) for an order of 330,000 bars of soap for the South Sudan programme in 2012-13 saved Oxfam around £70,000.
- Part of Oxfam's partner assessment relates to procurement and the organisation works to build partner capacity on this. **Over the past two years, Oxfam has provided supply and logistics training to over 170 partners in 16 countries.**
- In addition to in-house supply and logistics training, Oxfam also **works to ensure that its senior (national) supply and logistics staff undertake formal training and certification in Humanitarian Logistics to improve the effectiveness of procurement.** Over the past year, more than 60 Oxfam and partner staff have been enrolled for Certification in Humanitarian Logistics (a professional interagency training).

**iii. Do you track any specific value for money measures in any of your programmes (e.g. unit costs, cost effectiveness measures etc.)? If so, review performance on these measures.**

The main ratio in the International Division used to assess efficiency is the **programme management percentage** (programme support spend / total programme spend). Oxfam uses this ratio in monitoring the efficiency of country programmes within annual planning process and budget monitoring. This ratio has remained almost static across Oxfam's international programme at an average of 15% over the past three years.

Beyond this, Oxfam does not believe that a standardised measurement approach on value for money across its programme (or more widely across the sector) will provide meaningful benefits to the organisation given the huge variety of contexts, changes models and interventions involved. However, the organisation does take VfM seriously in its programmes. As such, Oxfam is currently working with ITAD (a leading VfM consultancy agency) on incorporating VfM measurement into all programme stages from conceptualisation and design through to procurement, implementation and evaluation. An outcome of this work will be the incorporation of VfM measurement within the impact

assessment methods we apply across Oxfam's GPF. The organisation has also been investing over 2012-13 in the development and trialling of a range of measurement approaches for different types of programmes including the **Basic Efficiency Resource (BER)** approach, the **rating and weightings approach**, as well as **benchmarking costs** within its programmes.

Oxfam is actively participating in VfM debates within the sector (including with BOND and MANGO) and shares learning in these fora. The organisation is also participating in the IELG organisational benchmarking work.

***iv. Explain and evidence how the use of measures or management practices enables you to achieve results that represent better value for money.***

Oxfam uses a range of interlinking and overlapping management practices to achieve results that represent better VfM, including:

**Monitoring, Evaluation and Learning Practices** (See Section 6.1 and 6.2 for details) – Effectiveness Reviews provide Oxfam with a strong sense of what is working and what is not working in particular projects and programmes. The results of the reviews are therefore carefully fed-back to country programmes and a mandatory Management Response Mechanism articulates how action will be taken. The reviews and the management responses are published [online](#) and provide clear evidence of how learning feeds back into improving effectiveness to deliver better VfM.

**Finance Management Practices** – Oxfam's core finance processes (such as annual financial planning, budget monitoring, and financial reporting) provide a foundation to support VfM as they allow the organisation (at all levels) to allocate resources effectively and monitor how these resources are used. Furthermore, within regular financial planning processes there is also an explicit focus on efficiency by reviewing programme management ratios as well as examining effectiveness of resource allocation in the future. For example, Oxfam has taken the decision to invest more in the West Africa region and less in Latin America/Caribbean based on an informed judgement around both the need and relative effectiveness of the organisation in those regions. This shift in resources has led to a reduction in unrestricted budget for the Latin America region by approximately 20% and an increase of approximately 17% for the West Africa region.

**Risk Management Practices** – Oxfam's Internal Audit and Counter-Fraud functions are also key to supporting results that represent better VfM. Within internal audits, VfM considerations are embedded across the process. Furthermore, as noted in Section 5.2 of this report, the organisation's new Counter-Fraud strategy will reduce Oxfam's risks and losses from fraud and corruption. The organisation shares this learning across the sector, such as within the Overseas Special Interest Group (OSSIG) and MANGO.

***v. Have you experienced any significant VfM achievements in the last reporting year? If so, please describe.***

In 2012-13, Oxfam conducted a **complex and large scale procurement exercise for its network (internet) services** across its global estate, resulting in the signing of a contract with BT to supply our global network. This process involved external benchmarking against similar organisations; analysis of unit costs per users; competitive bidding and independent commercial advice to achieve an optimal solution. Although the solution will cost more than the current arrangements, the increased effectiveness of the solution (e.g.

more centralised contract management) will improve VfM overall. To ensure VfM is achieved a monitoring plan will measure key performance indicators ranging from output measures (such as, network performance and availability, number of supplier contracts, Improved network capacity management) through to perception-based measures (such as, improved business confidence in the network and improved network decision-making). The contract will contain appropriate break clauses and performance targets to ensure the ongoing value for money of the services during the contract period.

Oxfam finalised its **carbon footprint study** of two regions in 2012-13 and has used the data to estimate a more accurate global footprint. This report has now enabled the organisation to target key areas of focus for carbon reduction globally and develop a targeted long-term efficiency programme in all regions. This approach is intended to reduce the environmental impact associated with Oxfam's supply chain and its use of energy and travel. Reductions in Oxfam's use of travel and energy will lead to clear VfM improvements. For instance, Oxfam has now installed tracking devices across 72% of its international fleet. These devices, combined with specialised software, allow the organisation to produce information on emissions generated by the vehicles as well as feedback to drivers about fuel consumption and driving behaviours that have a negative impact on the environment and Oxfam's costs.

The **roll out of the Helios system continues to support planning and consolidation of procurement across projects**. Oxfam deployed this system to a further two countries in 2012-13 and realised £1.3m of savings during the year. The Helios Foundation will make this learning available across the sector.

Full details on VfM can be found in **Evidence R9**.

#### **7.6 Organisational risks – Have you been able to achieve better value for money in delivering your results because of the risk mitigation actions that you have taken. If so, how and why? If not, why not?**

All of Oxfam's standard controls in place to mitigate operational risk (see Oxfam's **Guide to Mandatory Procedures – Evidence R49**) are designed to embed VfM considerations. The organisation's procedures for procurement, logistics and finance are a case in point (see Section 7.5 (ii)).

Other actions during 2012-13 that have supported Oxfam to achieve better VfM include:

- **Fraud Recovery:** Oxfam has taken all reasonable steps to recover monies that have been diverted through fraud, corruption or other malpractice. Over 2012-13, Oxfam recovered £15,873 against losses – this figure is live and may increase.
- **Foreign Currency Exchange:** Oxfam has now fully implemented the use of an on-line trading platform (360T) which both reduces risk from currency fluctuation and provides efficiency gains. Oxfam is saving £500,000 a year and better managing its exposure to risk through this tool.
- **High Risk Countries Initiative:** This initiative has been designed to provide sustained oversight and targeted support to Oxfam country programmes with high risk profiles. In June 2012, Oxfam identified Afghanistan, Angola, Chad, DRC, Haiti and South Sudan as pilot country programmes and country management teams have identified and agreed on priority risk areas as well as a plan of action to address and mitigate each



area. Oxfam envisages that this initiative will promote economy, efficiency and effectiveness within Oxfam's approach to international programming in high-risk areas leading to future VfM improvements.

- **Environmental Risk Mitigation:** Oxfam continues to take steps to address the impact of its operational and programmatic activities on climate. During the reporting period, Oxfam revised its overarching Ethical and Environmental Policy (**Evidence R50**) which now applies to both Oxfam's operations and its supplier chain and includes stronger environmental standards. The organisation will now adapt supply policy and processes in International Division to reflect changes in policies at both UK and organisational level. These initiatives are intended to increase Oxfam's ability to improve VfM over the longer term by steadily driving up the environmental quality and sustainability of its interventions.

**See Evidence R3 and R9.**

## **Section 8 Lessons Learned** (This may be read as a stand-alone section)

### **What lessons are being learned and shared with respect to PPA funding?**

#### **1. Briefly describe your organisation's approach to PPA learning**

Oxfam treats PPA funding as a strategically flexible contribution towards the organisation's mandate of overcoming poverty and suffering. The **PPA does not therefore have a specific focus and approach to learning** beyond the organisation's broader approach to learning. However, the PPA Learning Partnership has helped to facilitate Oxfam's learning from and with others, and provided a platform for sharing.

In terms of overarching organisational learning priorities, **Oxfam's Global Performance Framework (GPF)** – as outlined in Section 6.1 – **perhaps most clearly articulates formal priority areas for learning in the organisation**. The six thematic areas under the GPF, which are aligned to Oxfam's overarching strategic plan as well as its underpinning theories of change, provide a focus for learning in Oxfam. The 'Effectiveness Review' process under the GPF is also designed to systematically support Oxfam to build a body of robust evidence from which the organisation can learn. Over time, the reviews provide deeper learning on thematic areas - informing, for example, global level strategy discussions as well as raising questions around assumptions in the organisation's overarching theories of change (as noted in Section 5.3).

All Effectiveness Reviews are published online and the learning from the GPF has been shared with PPA Learning Groups, NGOs, academia and specialist evaluation organisations. See **Evidence R1, R6 and R38**.

#### **2. Where possible, describe the impact of your learning**

As described in Sections 6.1 and 6.2, systems and approaches to learning (and the uptake of learning) are embedded throughout the organisation and are explicitly designed to impact on design and redesign of Oxfam's policy and practice at all levels. The following example provides an illustration of how learning – under one of GPF's thematic areas – has impacted the organisation (and externally) over 2012-13.

Learning from the Adaptation and Risk Reduction thematic area is shaping Oxfam's understanding of and approaches to broader resilience building and is beginning to forge greater synergy across regional and country programmes. Creating direct programme linkages, communities of practice and learning opportunities in West and East Africa, Latin America and East Asia are supporting this move to a more streamlined and integrated approach to development and humanitarian work. Reflective of the systematic learning coming around changing organisational ways of working and approaches, Oxfam's strategic priorities for 2013-16 are explicit in stipulating resilience outcomes across humanitarian and sustainable livelihoods change goals. The Discussion Paper 'Characteristics and Principles of Resilience' developed by the PPA Learning Group on Resilience and published in 2012, was used as a briefing resource to inform the thinking behind the strategic plan for the Oxfam Confederation. Furthermore, Oxfam is also using learning to contribute to dynamism in external debates, such as USAID's Global Alliance, IGAD's Platform for Drought Resilience in the Horn, and the EU's AGIR in the Sahel.

To facilitate sharing and the uptake of learning externally, Oxfam has invested in a range of online platforms to improve engagement with key audiences. The [Policy & Practice website](#) provides an open central source for users to access Oxfam's learning across key thematic areas. The site hosts approximately 2,000 briefings, toolkits and manuals. Over 2012-13, 360 new policy, research & learning publications were added to the site and almost 300,000 visits were made – 25% of whom are users in the South. Of the 85,500+ publication downloaded, 34% of resources specifically focused on programme learning. Core users of the site are from Universities and Development NGOs, with smaller numbers of consultants, media, corporate and advocacy/campaigning organizations. Policy and Practice also aims to contribute to development debate, building collaboration with other practitioners via the [Blog](#) and [Our people](#) sections. Oxfam's [From Poverty to Power blogsite](#) also increases the scope of debate and learning and encourages contributions and access to ideas across a wide range of practitioners and academics **(Evidence R6, R38 and R51)**.

Measuring the impact of this is difficult, however, a recent study from InterMedia (funded by the Gates Foundation) evidenced that Government decision-makers and 'influentials' from across the UK, US, France and Germany identified Oxfam as one of the 'top media and specialised sources of information on international development', alongside other sources such as the BBC, The Financial Times, the Guardian and DFID. Alongside Oxfam's more traditional media sources, the 'From Poverty to Power' blog was also highlighted as a top social medial source and a 'new generation influential' in its own right. **(Evidence R52)** A recent example of how Oxfam's learning and thought leadership is influencing others in the sector can be found in the International Foundation for Science (IFS) recent ten year research strategy that places Oxfam's concept of 'planetary limits' at the heart of its proposition **(Evidence R53)**. The IFS funds research by early career developing country researchers and helps shape research agendas in the South.

### **3. Describe how you learn from and/or contribute to the sector's learning.**

Oxfam is actively engaging in several PPA Learning Partnerships (and their sub-groups) including those related to resilience, accountability, empowerment and institutional effectiveness. A case in point is the organisation's role in the sub-group on measuring resilience. Oxfam was instrumental in co-ordinating and running the DFID learning event on measuring resilience on 28<sup>th</sup> May 2012 (part of DFID's learning for change series), and delivered one of the key presentations at the event explaining Oxfam's approach and multi-dimensional framework for measuring resilience outcomes. The methodology and

conceptual thinking has been widely recognised as useful and robust. More recently, the organisation presented at the Expert Consultation on Measuring Resilience in Rome (March 2013).

Oxfam also benefits from these learning groups. In partnership with World Vision and Save Children UK, Oxfam produced a short reflective but practical document that looks at learning on accountability. From this engagement Oxfam has internalised learning on how organisations can better set their policy environment and culture to promote accountability to partners and communities. In addition, Oxfam has been able to identify key knowledge gaps and persistent challenges related to learning about good practice at the project level.

Broader sector engagement occurs through investing in contributions to a range of inter-agency initiatives (at the UK, European and Global level) which promote sectoral learning and quality. These are frequently specific to each sector and are too numerous to list. Oxfam's work with the humanitarian community provides a good illustrative example of how it is engaged in and supports broader sector learning. For instance, Oxfam co-leads the WASH cluster, is a member of the IPC Steering Committee, sits on the global Protection Cluster and hosts the interagency Cash Learning Partnership, to name just a few.

For full details and other examples see **Evidence R6**.

**PLEASE NOTE:  
THIS IS THE END OF THE COMPULSORY SECTION OF THE ANNUAL REPORT**

## Section 9: Changing Lives Case Study (This may be read as a stand-alone section).

### **Changing Lives Case Study: Supporting Rural Community Banks in Western Honduras**

This case study demonstrates the change in women's lives in Belén Gualcho, Honduras following Oxfam's intervention to empower small holder farmers. This project was reviewed during Year 2 of the PPA under **Outcome 4** of Oxfam's Global Performance Framework, **Women's Empowerment**. This case study offers a deeper insight into the programmes Oxfam is carrying out under this outcome.

The project aimed to increase the incomes of poor people in rural areas, targeting

20,000 direct beneficiaries (10,400 women and 9,600 men). Oxfam worked in partnership with the Organización de Desarrollo de Corquín (ODECO) to support male and female producers' organisations to enhance their productivity and agribusiness skills and access markets, while influencing local and national government and private sector actors for change in rural development policy. The project prioritised working with women as the need for a differentiated gender approach became clear.



Location of Belén Gualcho



Women participating in accounting workshop

The main elements of the programme included:

- Supporting **rural community banks** so that community members could access credit.
- Establishing an **association of producers**, APROALCE, to provide technical support and marketing channels.
- Advocating for **public policy change on food security** and **public market spaces**.
- Promoting an **enabling environment for trade** between small holder farmers and supermarkets.

Having observed that women were under-represented amongst the borrowers and on the boards of the community banks, Oxfam adapted the project by:

- Supporting the introduction of a **credit line specifically for women** producers and Community Banks waived the affiliation fee for women to join.
- Strengthening the skills and capacity of the partner organisation to lead **community mobilisation activities on gender and women's empowerment**.
- Introducing community-based activities on the recognition of **household work** and its redistribution among family members.



To influence local government decision makers, it was vital that the programme build the advocacy capacities of producers. However it was traditionally men who represented the needs of the communities to local government. The challenge was not only to change men's attitudes, but also to motivate women to participate in the process. By **encouraging communities to promote women's active participation in all aspects of decision-making**, women's confidence slowly grew to **voice out their opinions and needs to local government**.



Women marching for peace

In addition to providing clear evidence that **supported households produced higher volumes and a more varied range of crop produce**, and that their **income was between 30 and 50 per cent higher** on average than comparison households, the project effectiveness review also revealed that, in supported households, **women demonstrated significantly higher levels of empowerment** than women in comparison households. Results show that supported women are better off in terms of their involvement in decision-making on productive activities and the use of income, and their ownership of strategic assets and their access to credit. Women in the project area expressed more positive attitudes towards women's status in the household and take part in meetings of the community banks at much higher rates than women in the comparison areas, where there has not been so much emphasis on encouraging women's participation.



Women at markets

*"We struggled to achieve the scheduled planting, but we have to do it for the APROALCE to progress and facilitate the welfare of our families. We have responsibility with the supermarket and these ones with consumers. My daughter and I have a small vegetable garden and thanks God we will succeed for the welfare of our family members and others producers."*

Cruz Olimpia Rivera, farmer and member of APROALCE, Honduras.

Community banks were an existing feature of rural life in Belén Gualcho; however they hadn't received consistent support from either civil society or the Government of Honduras. **Oxfam's strategic sustainable livelihoods approach, drawing on its technical expertise in markets, advocacy and gender**, meant that the organisation was able to **deliver and evidence results which demonstrated sustained increases in income generation, food security and women's empowerment**. This result is indicative of the value that Oxfam has added to this community structure.

## Section 10: Further Information (This may be read as a stand-alone section)

**Organisations are invited to discuss aspects of their work, not included or highlighted in the main report and particularly undertaken with excluded groups – for example work on faith, disability, gender, youth etc.**

One example of Oxfam's work with marginalised groups is its youth work. In 2012-13, Oxfam has been deepening its knowledge, experience and practice around working with and engaging youth in its programming. In particular, the 'My Rights, My Voice' (MRMV) Programme has been a catalyst and focal point for capturing and applying this learning. MRMV is an innovative global programme engaging marginalised children and youth in their rights to health and education services. The belief behind the initiative is that children and youth have a right to not only to access good quality and free health and education services, but also to voice their needs, hold their governments to account to deliver on these provisions effectively, and ultimately to be listened to as members of society and rights-holders – as *'active citizens'*. The three-year programme delivers a holistic and contextualised vision of children's and youth's rights to health, including sexual and reproductive health (SRH), and education in eight countries – Afghanistan, Georgia, Mali, Nepal, Niger, Pakistan, Tanzania and Viet Nam – adapting activities and focus depending on the specific conditions of children and youth in those countries.

Through strong country level work, numerous cross programme learning mechanisms as well as a global programme management and learning unit the MRMV programme has worked to strengthen Oxfam's ability to effectively engage and work with youth across its eight focus countries as well as more widely. The following provides highlights of key initiatives and actions used to improve Oxfam's practice in this area:

- Child and youth safety is paramount in the planning, monitoring and implementation of all aspects of all MRMV work, therefore a set of **Child Safeguarding Minimum Standards** were developed specifically for Oxfam staff and partners involved in the programme. In addition, preparations have now started for child safeguarding training and capacity building of staff and partners started and will take place in the second year of the programme.
- To strengthen the capacities of Oxfam country offices and partners a research study on engaging and working with youth as active citizens was funded and published under the programme. The research was conducted by the University of Sussex and came up with nine guidelines to engage children and youth in international development programmes. An initial desk review was also conducted; following this the MRMV Learning and Innovation Fund supported field testing of the guidelines in Pakistan, with results expected in mid 2013.
- To create space for children and youth in the MRMV programme and country projects, country teams agreed to audit their involvement of children and youth in the different phases of the project cycle. The 'youth audit' measures how organisations score against 5 broad youth related themes: 1) organisational youth policies, 2) favourable youth involvement in positions of leadership, 3) capacity of the organisation to involve youth, 4) youth programming and accountability, 5) views of partners on Oxfam's capacities to engage and work with youth. Except for Mali, all Oxfam country offices and their partners have completed the youth audit

(see Annex III). On average the programme scores 71.3 against a total of 100. This will be the baseline against which progress on the youth audit will be measured.

- To instil the thinking, voice and creativity of children and youth in the programme, guidelines for Youth Advisory Boards (YABs) in all MRMV countries were developed. Georgia and Pakistan established a YAB in the first year. These boards are meant to facilitate, strengthen and embed the direct involvement of youth in our thinking, planning, MEL and programme work. In 2013/14 youth boards should be established in all other countries. These eight YABs will set the foundation to establish a global level YAB, made up of elected representatives from each of the national YABs. It is anticipated that this will materialise in late 2013/early 2014, once all the national YABs are fully functioning and prospective representatives and interest have been clearly identified.
- The MRMV programme is building on existing health and education work or pilots in Oxfam, but with a wholly new focus and approach of **engaging marginalised children and youth** in their rights to health and education. This included identifying key geographical locations where marginalised groups and communities were living. All of the 61,000+ children and young people reached in 2012/13 live in impoverished, often remote, locations where high levels of marginalisation and social exclusion exist. In 2013, Oxfam will place a greater emphasis on further analysis of marginalisation and more work will be done to ensure that this programme reaches the most marginalised children and youth, especially marginalised girls and young women.
- Partners and country teams across all countries have placed a strong emphasis on ensuring a **gender balance** in all of their activities. Of the 61,666 young people reached by MRMV project activities, 54% (or 33,300) were girls and young women. In order to keep this gender equality, programme staff were supported to ensure that there were greater levels of gender disaggregation in the data collected, not only regarding the young people with whom Oxfam is working, but also their allies, and duty-bearers and influencers.
- The MRMV programme has also been working directly with children and youth, not as beneficiaries, but as our primary stakeholders. To reach out and engage with these diverse and complex groups, understand their experiences and needs and adapt to their realities, less traditional methods have been used. The programme has encouraged the use of innovative technology and digital communications as vital tools in connecting and engaging children and youth, and in facilitating and strengthening their channels of communication and in turn, their voice. A dedicated \$1m USD 'Innovation and Learning Fund' for the programme has used to encourage and embed good practice in this regard.
- Nearly all MRMV projects plan to, or have been working on specific country level **advocacy strategies** as part of their work to realise sustainable changes to policies, practices and beliefs. In 2013/14 a global-level advocacy component to the programme will be strengthened and formalised.

The learning and good practice coming out of the MRMV programme is intended to influence the broader country programmes involved as well as improve knowledge and practice across Oxfam.

## **Annex A: Acronyms**

AGIR – Global Alliance for Resilience Initiative  
ALNAP – Active Learning Network for Accountability and Performance  
ARR – Adaptation and Risk Reduction  
BER – Basic Efficiency Resource  
BOND – British Overseas NGOs for Development  
CBO – Community-Based Organisation  
CHASE – Conflict, Humanitarian and Security Department, DFID  
DFID – Department for International Development  
CSO – Civil Society Organisation  
DG ECHO – Directorate General for Humanitarian Aid and Civil Protection  
DRC – Democratic Republic of Congo  
DRR – Disaster Risk Reduction  
EFSL – Emergency Food Security and Livelihoods  
EU – European Union  
GADN – Gender and Development Network  
GPF – Global Performance Framework  
HECA – Horn, East and Central Africa  
HIT – Humanitarian Indicator Tool  
HSP – Humanitarian Support Personnel  
IATI – International Aid Transparency Initiative  
ICT4D – Information Communication and Technology for Development  
IEC – Information Education and Communication  
IELG – Institutional Effectiveness Learning Group  
IGAD – Inter-Governmental Authority on Development  
IFS – International Foundation for Science  
IPC – The Integrated Food Security Phase Classification  
IPR – Independent Progress Review  
LA/ARDD – Legal Aid/ Arab Renaissance for Democracy and Development  
LAG – Local Action Group  
M&E – Monitoring and Evaluation  
MANGO – Management Accounting for Non-Governmental Organisations  
MEAL – Monitoring, Evaluation, Accountability and Learning  
MEECIS – Middle East, Eastern Europe and Commonwealth of Independent States  
MEL – Monitoring, Evaluation and Learning  
MOU – Memorandum of Understanding  
MRMV – My Rights, My Voice  
NFI – Non-Food Item  
OECD – Organisation for Economic Co-operation and Development  
OPAL – Online Programme Accountability and Learning System  
OPTI – Occupied Palestinian territories and Israel  
OSSIG – Overseas Special Interest Group  
PHE – Public Health Engineering  
PHP – Public Health Promotion  
PLT – Programme Leadership Team  
PPA – Programme Partnership Arrangement  
PSM – Propensity-Score Matching  
RTE – Real Time Evaluation  
SDC – Swiss Agency for Development and Cooperation  
Sida – Swedish International Development Cooperation Agency  
SMS – Single Management Structure



SOAWR – Solidarity for African Women’s Rights Coalition  
SRH – Sexual and Reproductive Health  
UAE – United Arab Emirates  
USAID – United States Agency for International Development  
VAWG – Violence Against Women and Girls  
VFM – Value for Money  
WASH – Water, Sanitation and Hygiene  
YAB – Youth Advisory Board

## Annex B: Evidence Table

| Reference Number | Page No.        | Reference  | Further information   |
|------------------|-----------------|--|---|
| R1               | 4,29, 30,32, 46 | Programme Quality and Organisational Learning Thematic Report  | Oxfam internal report collating evidence on FY2012-13 organisational achievements (restricted distribution) |
| R2               | 4,30            | Humanitarian Standing Capacity Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R3               | 4,30, 44        | Fragile States Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R4               | 4,37, 38        | Innovation Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R5               | 4,30            | Southern Policy and Advocacy Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R6               | 4, 46, 47       | Contribution to Learning Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R7               | 4,31, 36        | Transparency and Accountability Thematic Report  | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R8               | 4,38            | Funding Leverage Thematic Report   | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R9               | 4, 44           | Value for Money Thematic Report  | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R10              | 4,40            | Partnership Thematic Report  | Oxfam internal report collating evidence on FY2012-13 organisational achievements                           |
| R11              | 6, 18, 29       | Updated Effectiveness Review Methodologies   | Oxfam internal summary document and updated supporting documents (protocols, guidance etc) for evaluators   |
| R12*             | 7               | Effectiveness Review: Mali Food Insecurity Response  | Report not yet available – see note below – Internal evaluation using HIT methodology                       |
| R13*             | 7               | Effectiveness Review: South Sudan Humanitarian Response  | Report not yet available – see note below – Internal evaluation using HIT methodology                       |
| R14*             | 7               | Effectiveness Review: Sierra Leone Cholera Response  | Report not yet available – see note below – Internal evaluation using HIT methodology                       |
| R15*             | 7               | Effectiveness Review: Chad Humanitarian Response   | Report not yet available – see note below – Internal evaluation using HIT methodology                       |
| R16*             | 7               | Effectiveness Review: Yemen Humanitarian Response  | Report not yet available – see note below – Internal evaluation using HIT methodology                       |
| R17*             | 10              | Effectiveness Review: Nepal Climate Change and Adaptation Project  | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R18*             | 10              | Effectiveness Review: Kenya Livestock Component of Climatic Shocks in Livestock Based Livelihoods                  | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R19*             | 10              | Effectiveness Review: Zambia Community Led Disaster Risk Reduction   | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R20*             | 10              | Effectiveness Review: Ethiopia Somali Region Drought Recovery and Preparedness Project                             | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R21*             | 11              | Effectiveness Review: Vietnam Sustainable livelihood development and ethnic minority diversity in Lao Cai Province | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R22*             | 11              | Effectiveness Review: Improving socio-economic conditions of paddy farmers in south eastern Sri Lanka              | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R23*             | 11              | Effectiveness Review: Liberia Amenu Rice Project   | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R24*             | 11              | Effectiveness Review: Support to rural livelihood and employment in Western Georgia                                | Report not yet available – see note below – Internal evaluation using advanced statistical methods          |
| R25*             | 13              | Effectiveness Review: Linking  | Report not yet available – see note below –   |

|             |                        |   |  |
|-------------|------------------------|---|--|
|             |                        | Approach to local, national, transboundary vegetable markets  | Internal evaluation using advanced statistical methods   |
| <b>R26*</b> | 13                     | Effectiveness Review: Nigeria Improving Women's Leadership and Effectiveness in Agricultural Governance               | Report not yet available – see note below – Internal evaluation using advanced statistical methods   |
| <b>R27*</b> | 13                     | Effectiveness Review: Malawi Promoting Sustainable Livelihoods for vulnerable groups, particularly women.             | Report not yet available – see note below – Internal evaluation using advanced statistical methods   |
| <b>R28*</b> | 13                     | Effectiveness Review: Yemen Safe Age of Marriage and Women's Economic Empowerment                                     | Report not yet available – see note below – Internal evaluation using advanced statistical methods   |
| <b>R29*</b> | 13                     | Effectiveness Review: Sierra Leone Support to women-led efforts to promote property and literacy rights               | Report not yet available – see note below – Internal evaluation using advanced statistical methods   |
| <b>R30*</b> | 14                     | Effectiveness Review: Guatemala Maya Mam Youth and Women fortified politically in defending their rights in Guatemala | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R31*</b> | 14                     | Effectiveness Review: Pan Africa Raising Gambian, Sudanese and African Women's Voices                                 | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R32*</b> | 14                     | Effectiveness Review: Citizen-led monitoring of services and public resources in Tanzania                             | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R33*</b> | 14                     | Effectiveness Review: Local partnership for rural development in Albania  | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R34*</b> | 16                     | Effectiveness Review: Raising Mozambican women's voices   | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R35*</b> | 16                     | Effectiveness Review: Afghanistan global rights in crisis campaign  | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R36*</b> | 16                     | Effectiveness Review: Ghana Health Campaigning  | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R37*</b> | 16                     | Effectiveness Review: Increasing women's political participation in Chile and South America                           | Report not yet available – see note below – Internal evaluation using process tracing methodology  |
| <b>R38</b>  | 29, 32, 33, 35, 46, 47 | IPR Recommendations Implementation Progress Report  | Oxfam Internal document mapping progress of actions taken against IPR recommendations implementation plan FY 2012-13 (restricted distribution) |
| <b>R39</b>  | 31                     | Counter Fraud Strategic Plan 2012-2014  | Oxfam internal strategy document (2012) (restricted distribution)  |
| <b>R40</b>  | 32                     | Anti Bribery Strategy   | Oxfam internal strategy document (2012) (public)   |
| <b>R41</b>  | 35                     | Minimum Standards for Accountability  | Oxfam internal resource (2011)   |
| <b>R42</b>  | 35                     | Complaints Policy   | Oxfam policy document (2011) (public)  |
| <b>R43</b>  | 36                     | Beneficiary Feedback Case Studies   | Compilation of case studies from Yemen, South Sudan and Somalia, for internal and external use, produced during 2012-13 (public)               |
| <b>R44</b>  | 36                     | Innovation Toolkit  | Oxfam internal resource (2013)   |
| <b>R45</b>  | 36                     | Getting ready for the Century of the City – Oxfam GB's urban framework 2013-16  | Oxfam internal resource (2013)   |
| <b>R46</b>  | 37                     | Digital is Now - Oxfam GB International Digital Programme Framework 2012-15   | Oxfam internal resource (2012)   |
| <b>R47</b>  | 39                     | Oxfam Partnership Resources   | Comprising of: Working with others – Oxfam GB Partnership Policy Oxfam policy document (2007) (public); Oxfam GB                               |

|            |    |   |  |
|------------|----|---|--|
|            |    |   | Partnership Companion internal resource (2007); Oxfam International Partnership Principles internal resource (2010)  |
| <b>R48</b> | 39 | Oxfam Zambia Partnership Resources  | Includes policy, templates and checklists (2012)   |
| <b>R49</b> | 44 | Guide to Mandatory Procedures   | Oxfam internal resource (updated 2012)   |
| <b>R50</b> | 44 | Ethical and Environmental Policy  | Oxfam policy document (2012) public  |
| <b>R51</b> | 47 | Oxfam Online Resources  | <a href="http://policy-practice.oxfam.org.uk/">http://policy-practice.oxfam.org.uk/</a> ;<br><a href="http://policy-practice.oxfam.org.uk/blog">http://policy-practice.oxfam.org.uk/blog</a> ;<br><a href="http://policy-practice.oxfam.org.uk/our-people">http://policy-practice.oxfam.org.uk/our-people</a> ;<br><a href="http://www.oxfamblogs.org/fp2p/">http://www.oxfamblogs.org/fp2p/</a> |
| <b>R52</b> | 47 | Building Support for International Development: Results and recommendations from a multi-country study aimed at understanding and communicating with key policy constituencies;<br>Building Support for International Development Among Key Policy Constituencies: Findings from the UK | External Reports, InterMedia, 2012   |
| <b>R53</b> | 47 | The Areas of Research Funded by the International Foundation for Science  | External Report, International Foundation for Science, 2012 and personal email exchange between Oxfam's Senior Researcher and IFS Director   |

\* Please note that results of Effectiveness Reviews for 2012-13 have been used to inform this report with the agreement of country teams and consultants carrying out the reviews. However the reports containing the findings of the Effectiveness Reviews are still under draft. Oxfam envisages that the reports will be finalised and published alongside respective Management Responses on the Oxfam Policy and Practice website at <http://policy-practice.oxfam.org.uk/our-work/methods-approaches/project-effectiveness-reviews> over the course of July-September 2013.



## Endnotes

- <sup>1</sup> All figures for 2012/13 are subject to auditors' sign-off and approval of the accounts by Oxfam's Trustees  
<sup>2</sup> Projected figures  
<sup>3</sup> Funding secured to date  
<sup>4</sup> All figures for 2012/13 are subject to auditors' sign-off and approval of the accounts by Oxfam's Trustees  
<sup>5</sup> Benchmarks 1 to 4 are weighted out of 4, and the other benchmarks are weighted out of 2. The scoring system is 0 – unmet, 1&2 – possibly met depending on weighting, 3 – fully met  
<sup>6</sup>

### Difference Between Supported and Unsupported Households Derived via PSM (kernel) in Relation to OGB's Global Outcome ARR Indicator

|                                     | Overall      | Ethiopia   | Kenya      | Nepal      | Zambia     | 2011/12 aggregated result |
|-------------------------------------|--------------|------------|------------|------------|------------|---------------------------|
| <i>PSM Effect Estimate (kernel)</i> |              |            |            |            |            |                           |
| Intervention Mean:                  | 0.6534       | 0.6082     | 0.4958     | 0.8606     | 0.6188     | 0.6942                    |
| Comparison Mean:                    | 0.5129       | 0.4660     | 0.4121     | 0.5666     | 0.5419     | 0.5514                    |
| Difference:                         | 0.1404***    | 0.1423**   | 0.0837*    | 0.2940***  | 0.0769     | 0.1427***                 |
|                                     | (11.44)      | (3.06)     | (2.12)     | (6.10)     | (1.29)     | (8.89)                    |
| <b>Observations:</b>                | <b>4,595</b> | <b>643</b> | <b>467</b> | <b>429</b> | <b>475</b> | <b>2,581</b>              |

t-statistics in parentheses; \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$   
 Sample weights used to compute overall PSM effect estimate and exact matching within country/geographic region enforced

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### Difference Between Supported and Unsupported Households Derived via PSM (kernel) in Relation to Oxfam's Global Outcome Livelihoods Indicator

|                                     | Overall      | Georgia    | Liberia    | Vietnam    | Sri Lanka  | 2011/12 aggregated result |
|-------------------------------------|--------------|------------|------------|------------|------------|---------------------------|
| <i>PSM Effect Estimate (kernel)</i> |              |            |            |            |            |                           |
| Intervention Mean:                  | 0.6097       | 0.4790     | 0.4369     | 0.4809     | 0.6624     | 0.5547                    |
| Comparison Mean:                    | 0.5821       | 0.3722     | 0.4858     | 0.4908     | 0.6323     | 0.5016                    |
| Difference:                         | 0.0276*      | 0.1068     | -0.0389    | -0.0099    | 0.0301     | 0.0531**                  |
|                                     | (2.19)       | (1.55)     | (-0.49)    | (-0.17)    | (0.72)     | (2.71)                    |
| <b>Observations:</b>                | <b>4,219</b> | <b>387</b> | <b>740</b> | <b>401</b> | <b>874</b> | <b>1,817</b>              |

t-statistics in parentheses; \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$   
 Sample weights used to compute overall PSM effect estimate and exact matching within country/geographic region enforced

**Difference Between Supported and Unsupported Women Derived via PSM (kernel) in Relation to  
Oxfam's Global Outcome Indicator for Women's Empowerment**

|                                    | Overall   | Honduras | Nigeria | Yemen     | Malawi | Sierra Leone | 2011/12 aggregated result |
|------------------------------------|-----------|----------|---------|-----------|--------|--------------|---------------------------|
| <i>PSMEffect Estimate (kernel)</i> |           |          |         |           |        |              |                           |
| Intervention Mean:                 | 0.5648    | 0.5811   | 0.6031  | 0.6282    | 0.6140 | 0.5666       | 0.4207                    |
| Comparison Mean:                   | 0.4976    | 0.5565   | 0.4792  | 0.3910    | 0.5157 | 0.5230       | 0.3577                    |
| Difference:                        | 0.0672*** | 0.0245   | 0.1239* | 0.2372*** | 0.0993 | 0.0436       | 0.0631**                  |
|                                    | (4.74)    | (0.26)   | (2.14)  | (3.60)    | (1.80) | (1.60)       | (2.62)                    |
| Observations:                      | 3,607     | 245      | 312     | 467       | 547    | 960          | 1,076                     |

t statistics in parentheses; \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

Sample weights used to compute overall PSM effect estimate and exact matching within country/geographic region enforced.

<sup>9</sup> For example, Oxfam had a donor interested to fund its girls' education programme in Pakistan however the organisation chose not to pursue this opportunity as it was clear that it was purely a service delivery oriented programme that would not incorporate advocacy and influencing of the government to be accountable on the delivery of services. Equally, Oxfam also recently decided not to pursue a funding opportunity in Niger for the same reason.

<sup>10</sup> People receive humanitarian support that meets established standards of excellence; Households are less vulnerable to shocks and better able to adapt to emerging trends and uncertainty; Supported households demonstrate significantly higher income levels; Supported women demonstrate increased involvement in decision-making at household, community and institutional levels; State institutions and other actors change their practices in better alignment with the demands of citizens; Pro-poor and gender equitable policy change achieved; Projects successfully meet partner and beneficiary expectations as well as key quality standards; and, Partners demonstrate enhanced capacity as a result of Oxfam support. Oxfam has not yet formulated an approach to measuring the impact that Oxfam has had on the capacity of partners, as it has decided to first concentrate on further developing its approach, guidance and ambition in relation to partnerships. An internal Steering Group has been formed and is taking this broader work forward, and will then direct an approach to measurement of the impact Oxfam has had on the capacity of its partners during 2014.

<sup>11</sup> This report has not yet been published yet.