

PPA Annual Review

Reporting Year	2011 - 2012
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Basic Information

Organisation	Oxfam GB (henceforth referred to as Oxfam)						
	2010/11	2011/12 ⁱ	2012/13 ⁱⁱ	2013/14 ⁱⁱⁱ			
Annual Income of Organisation	367.5m	384.5m	376.3m	394.5m			
	2010/11 (if applicable)	2011/12	2012/13	2013/14			
PPA funding (£)	9.6m	11.2m	11.2m	11.2m			
As % of total organisational income	2.6%	2.9%	2.9%	2.8%			
	2010/11	2011/12	2012/13	2013/14			
Other DFID funding (£)	17.4m	12.9m	19.3m^{iv}	3.5m^v			

Summary of relationship with DFID and other DFID funding

Aside from the PPA, Oxfam held 33 other DFID contracts during the financial year ending 31 March 2012. The grants originate from a variety of DFID departments and country offices, and can be broken down by sector as follows:

Humanitarian, Rehabilitation and DRR	£ 10.04 m
Development, Policy Influencing and Research	£ 2.45 m
Total non-PPA DFID Funding	£ 12.49 m

Oxfam continues to enjoy positive and constructive policy dialogue with DFID at almost every level. Highlights this year included:

On resilience: Worked closely with DFID DRR and other policy teams development of resilience and DRR policy, particularly around Rio+20 and consultations on DFID's Global Resilience Action Programme;

On the arms trade treaty: Ongoing collaboration with DFID, including the Minister of State, ensuring strong sustainable development provisions and human rights language are incorporated into the Arms Trade Treaty;

On the Horn of Africa drought: Close alignment around belated donor response and poor attention to early warning systems during and after the crisis, following which Oxfam

was asked to help to define the work of DFID's 'Resilience Champions';
On aid: Oxfam continues to work closely with DFID (including Ministers) around the need to demonstrate the value of UK aid to the British public through a combination of media and public policy advocacy.

Approximate % of total organisational expenditure allocated by sector or theme

Oxfam's work is divided into five Aims – expressed as rights. Organisational spend for each of these five Aims for the year ending 31 March 2012 was as follows:

- Right to sustainable livelihoods: 26% (£76.0m),
- Right to essential services: 9% (£24.6m)
- Right to life and security: 40% (£116.3m),
- Right to be heard: 6% (£16.7m),
- Right to equity: 9% (£26.5m),

Support, governance and other costs: 10% (£27.9m).

TOTAL CHARITABLE EXPENDITURE: £288.0m

Part A – Output Review and Scoring

In 2011-12 Oxfam worked in more than 50 countries worldwide, both directly and through partners, delivering in excess of 1,200 projects focused on bringing an end to poverty and suffering, touching the lives of over 14m people^{vi}. This section of the report focuses on 26 of Oxfam's projects that were randomly selected for review across six thematic areas which Oxfam considers core to its mandate – humanitarian support, adaptation and risk reduction, livelihoods, women's empowerment, citizen voice and policy influencing (the overall rationale for this approach is explained in Part B on page 10). Overall performance in each of these projects has been reviewed against the annual output milestones set for 2011-12 (see Oxfam's PPA logframe attached.) For each thematic area, attempts were made to review five projects. However, for reasons explained below this was not always possible.

It is also important to note that the random sampling of projects inherently results in the selection of projects with a significant variance in output. Some projects selected are pilots or by the nature of their design, reach few people directly; others are fully scaled-up projects with an approach that has wide coverage. This expected variance in output levels is reflected across the projects selected for review. Nevertheless, it is felt that the overall output level for each thematic area provides a fair reflection of average organisational outputs.

Output 1: Life sustaining and needs-based support provided to 1.5 million people from low income countries affected by serious humanitarian crises.

In 2011-12, Oxfam provided vital humanitarian assistance and rehabilitation activities to approximately 9.5 million people through its responses in 31 countries.

Assessment of performance of output and progress against expected results

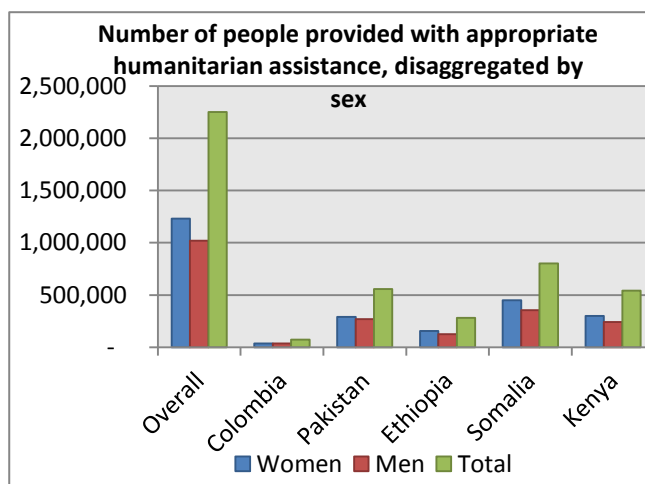
2,250,000 people (against a year one milestone of 400,000) affected by serious humanitarian crises were provided with appropriate humanitarian assistance.

The responses randomly selected and reviewed include:

Country	Title
Colombia	Colombia Flood Response
Pakistan	Pakistan Flood Response
Ethiopia	Ethiopia Drought Response
Somalia	Somalia Drought Response
Kenya	Kenya Drought Response Scale Up

Across the five emergencies, appropriate humanitarian assistance was provided to **2,250,000** people (**55% of whom were women**):

- 1,645,000 people were provided with access to safe water;
- 1,464,000 people were directly reached with health promotion;
- 421,000 people were provided with improved sanitation;
- 328,000 people were provided with food, cash or vouchers;
- 90,000 people received livelihood recovery support; and
- 17,000 people were provided with emergency shelter assistance.



Recommendations

Performance against this output indicator exceeded the annual milestone target. It is, therefore, proposed that the annual milestones and overall target for this output indicator be revised upwards. When the logframe was initially developed, all humanitarian responses were to be included in the sampling frame for random selection. However, a decision was made to only include Category 1 or 2 responses (our largest scale responses) in the sampling frame as rigorous assessment of the (smaller) Category 3 humanitarian responses was not viewed as cost-effective. By their nature, Category 1 and 2 responses affect larger numbers of people and, therefore, by only including these in the random sample, there has been a significant over-performance against the milestone. The proposed changes to the output milestones and target have been included in the revised logframe attached.

Impact Weighting %

100%

Risk: Low

The risk that this output indicator is underachieved remains low and the assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting
- Oxfam's Performance against the Global Humanitarian Indicator Report

Actual achievement of expected results. Rate A++ to C

A+

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 2011-12, Oxfam provided support to approximately 1,650,000 people to mitigate risk and adapt to climate change in 38 countries.

Assessment of performance of output and progress against expected results

356,000 people (against a year one milestone of 150,000) were supported to understand current and likely future hazards, reduce risk, and/or adapt to climatic changes and uncertainty.

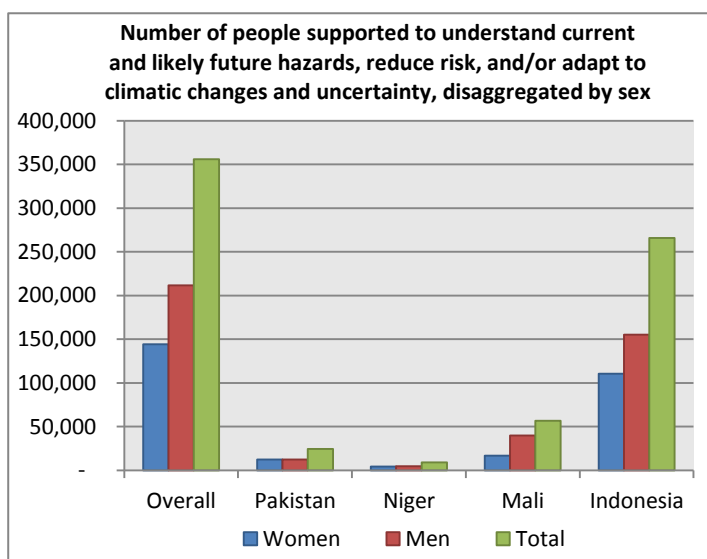
Due to logistical difficulties in carrying out the assessment in one of the countries, the analysis was only completed in four of the five projects selected, potentially lowering the

expected level performance against this output. The projects randomly selected and reviewed include:

Country	Title
Pakistan	Community-based Disaster Risk Management and Livelihoods Programme
Niger	Improving livelihoods by promoting pro-poor livestock commercialization
Mali	Strengthening the cotton programme beneficiaries to adapt to climate change
Indonesia	Building Resilience In Eastern Indonesia

Across the four projects, **356,000 people (40% of whom were women)** were supported to understand current and likely future hazards, reduce risk, and adapt to climatic changes and uncertainty:

- 97,000 people were supported to manage risk and uncertainty where future climatic trends are unknown;
- 130,000 people were supported to reduce risk from existing hazards and climate variability;
- 40,000 people were supported to adapt to emerging climatic trends;
- 184,000 people were supplied with information relating to hazards, disaster preparedness, weather and local climatic changes;
- 39,000 people were supported to innovate in response to current/future climatic changes; and
- 9,000 people received other adaptation and risk reduction support.



Recommendations

The performance against this output indicator has exceeded the milestone. Due to the random selection of projects for each of the output/outcome indicators, it is likely that there will be some level of under-or over-performance in relation to the annual milestones. So while in this reporting year, the performance against the milestone is 237%, this is in large part due to greater numbers of supported people in the Indonesia project. We expect the result to balance out over the next two reporting periods. As a result, no revisions to the milestones and target are being proposed at this stage.

Impact Weighting %

100%

Risk: Low

The risk for under achievement of this output remains low and the assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting

Actual achievement of expected results. Rate A++ to C

A

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

In 2011-12, Oxfam supported approximately 1,600,000 women and men to increase income and/or food security in 42 countries.

Assessment of performance of output and progress against expected results

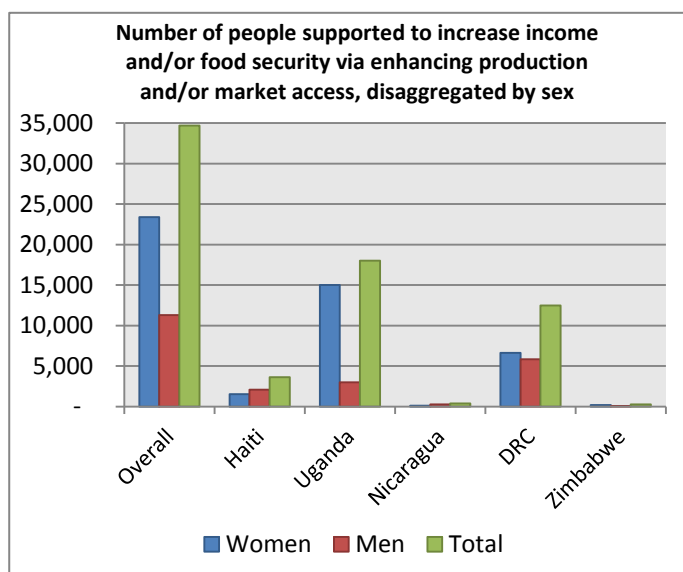
34,700 poor women and men (against a year one milestone of 20,000) were supported to increase income and/or food security via enhancing production and/or market access.

The projects randomly selected and reviewed include:

Country	Title
Haiti	Support to Diversification of Income Sources for Coffee Producers in the North
Uganda	North Karamoja Development Project
Nicaragua	Strengthening of Capacities for the Rural Enterprise Development
DRC	Improvement of the food insecurity state and livelihoods in Getty zone, in Ituri
Zimbabwe	Ruti Dam Irrigation Project

Across the five projects, **34,700 people (67% of whom were women)** were supported to increase income and/or food security by enhancing production and/or market access:

- 14,100 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;
- 12,300 people received livelihood support through Oxfam/partner facilitation (as opposed to direct service provision, i.e. without any Oxfam direct funding)
- 5,100 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.
- 1,500 people were supported to access and/or improve the conditions of paid/waged jobs;
- 300 rural and urban community-based enterprises were directly supported; and
- 2,200 people received other livelihood support.



Recommendations

The performance against this output indicator is broadly in line with the milestone. Due to the random selection of projects for each of the output/outcome indicators, it is likely that there will be some level of under- or over-performance in relation to the annual milestones. So while in this reporting year, the performance against the milestone is 174%, we expect

the result to balance out over the next two reporting periods. As a result, no revisions to the milestones and target are being proposed at this stage.

Impact Weighting %

100%

Risk: Low

The risk for under achievement of this output remains low and the assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting

Actual achievement of expected results. Rate A++ to C

A+

Output 4: 60,000 people reached to enable women to gain increased control over factors affecting their own priorities and interests. Milestone year one: 15,000

In 2011-12 Oxfam working in 50 countries reached approximately 4,300,000 people to enable women to gain increased control over factors affecting their own priorities and interests.

Assessment of performance of output and progress against expected results

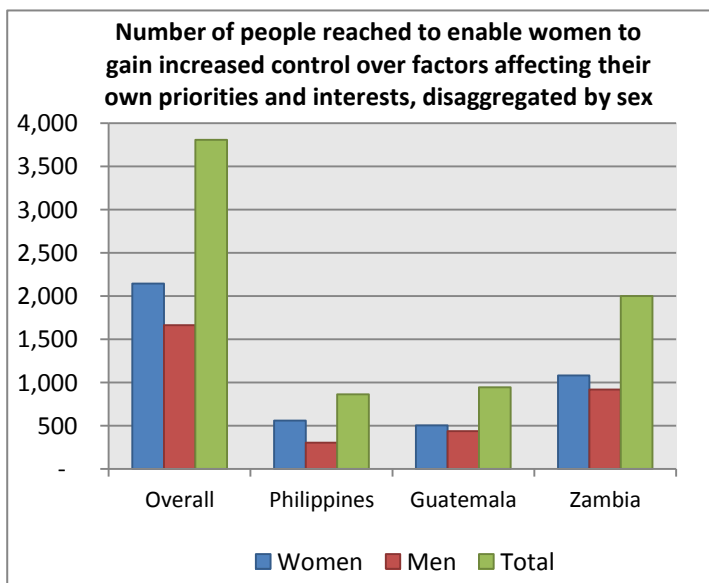
3,800 people (against a year one milestone of 15,000) were reached to enable women to gain increased control over factors affecting their own priorities and interests.

Two of the projects randomly selected for review were found not to be implementing activities which *specifically* intend to strengthen women’s empowerment – the reasons for this are flagged in the key challenges section of this report. As a result, they were excluded from the review process for both Output 4 and Outcome 4. The projects randomly selected and reviewed include:

Country	Title
Philippines	Sustainable Livelihoods in Mindanao Project
Guatemala	Guatemala Highland Value Chain Development Alliance
Zambia	Copperbelt Livelihoods Project

Across the three projects, **3,800 people (56% of whom were women)** were supported to enable women to increase their income and/or food security through enhanced production or market access across these three projects:

- 1,200 women were provided with economic strengthening support, including those aimed at increasing their position, power and influence in enterprises and markets;
- 1,100 women were directly supported to increase their access to and control over strategic assets, such as land, equipment and cash;
- 300 women were directly supported to play leadership roles in their communities and elsewhere;
- 100 women were directly supported by interventions to enhance their political participation; and
- 100 women and men were directly



reached by information, education and communication (IEC) interventions on women's rights and gender equity.

Recommendations

Performance against this output indicator is a quarter of what was expected for the initial milestone of 15,000. In part, this is a result of the reduced number of projects selected and analysed for this indicator, coupled with the fact that projects with a relatively small coverage happened to be randomly selected. In future reporting years, six projects for this thematic area will be sampled, and we are confident that our performance in relation to the output milestones will improve. However, a slight revision of the output milestones and target is still proposed (revised logframe attached).

Impact Weighting %

100%

Risk: Medium

In light of the proposed changes to the output milestones and overall target, the risk remains medium that this output will be under-achieved. The assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting

Actual achievement of expected results. Rate A++ to C

B

Output 5: 8,000 citizens supported to engage with state institutions and capacity building provided to 90 duty bearers.

In 2011-12 Oxfam supported approximately 2,600,000 citizens, CBO Members and CSO staff to increase engagement with state institutions and other actors in 44 countries.

Assessment of performance of output and progress against expected results

8,640 citizens, Community-Based Organisation (CBO) members and Civil Society Organisation (CSO) staff (against a year one milestone of 2,130) were supported to engage with state institutions.

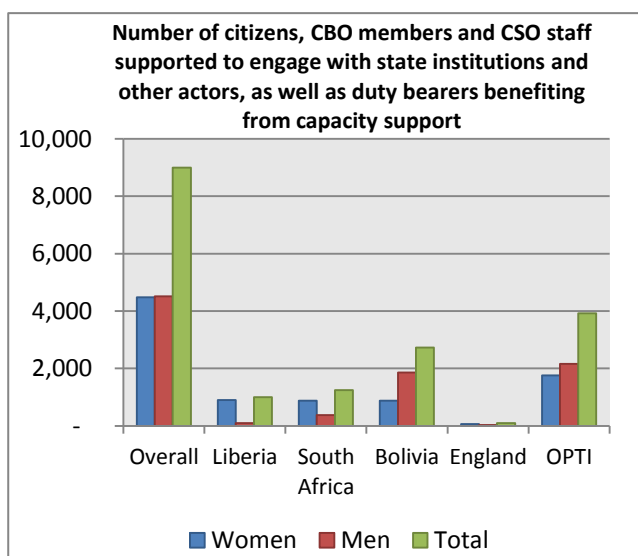
355 state employees and other duty bearers (against a year one milestone of 30) received direct support to enhance their capacity in fulfilling their duties and responsibilities.

Projects randomly selected and reviewed include:

Country	Title
Liberia	Raising Poor and Marginalised Women Voices in Liberia
South Africa	SA Responding to Climate Change, Land, Access to Markets and Private Sector
Bolivia	Advocacy in public policies and governance with participation and social control
England	Routes to Solidarity Project
Occupied Palestinian Territories & Israel	Strengthening Israeli Civil Society for Change in Occupied Palestine.

Across the five projects, **8,640** citizens, CBO members and CSO staff (**50% of whom were women**) were supported to engage with state institutions, and **355** duty bearers were provided with direct support to improve their capacity to deliver on their responsibilities:

- 7,800 people were directly reached by information, education and communication (IEC) interventions relevant to citizen engagement;
- 3,700 people were mobilised to engage in campaigns at national and international levels to achieve specific policy goals;
- 2,100 people were directly supported and/or mobilised to advocate with non-state actors to improve their practices;
- 900 volunteers and staff from citizen groups, CBOs, and CSOs were trained in advocacy, campaigning, public and media engagement;
- 355 state employees and other duty bearers received direct support to enhance their capacity in fulfilling their duties and responsibilities;
- 200 people were directly supported to actively monitor the performance of targeted duty bearers;
- 100 people were supported to advocate directly with local government institutions to call for improvements in practice.



Recommendations

Performance against this output indicator has exceeded both the annual milestone and overall target. It is proposed that the output milestones and targets be revised upward and the proposed changes are reflected in the revised logframe attached.

Impact Weighting %

100%

Risk: Medium

Based on the revised targets for this output it is proposed that the risk for underachievement remains at medium. The assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting

Actual achievement of expected results. Rate A++ to C

A++

Output 6: 1,400 campaign actions directly undertaken or supported.

In 2011-12, a total of 1.5 million offline and online actions were taken by people in support of Oxfam's campaign and advocacy initiatives.

Assessment of performance of output and progress against expected results

2,500 campaign and advocacy initiatives (against a year one target of 600) were directly undertaken or supported.

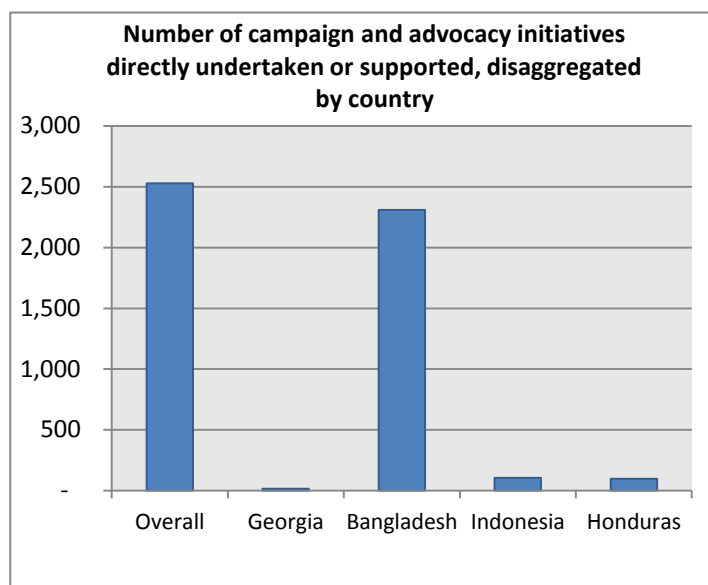
One of the five projects randomly selected for review was found to be too immature and was excluded from the review process. The projects randomly selected and reviewed include:

Country	Title
Georgia	Effective Civil Society Development & Access to Quality Healthcare in Georgia
Bangladesh	WE CAN Campaign in Bangladesh

Indonesia	Desa Sejahtera Campaign on Sustainable Rural Livelihoods
Honduras	Agriculture Campaign in Honduras

Across the four projects, **2,500** campaign and advocacy initiatives were directly undertaken or supported:

- 2,200 specific campaign and advocacy events were held;
- 600 contacts were made with policy targets on featured campaign topics;
- There were 160 known media hits on featured campaign issues linked back to Oxfam’s work or support;
- There were 70 offline actions taken in support of campaign / advocacy initiatives;
- 26 publications and other media products were produced on featured campaign topics; and
- There were 3 online actions taken in support of campaign / advocacy initiatives.



Recommendations

Performance against this output indicator exceeded both the milestone and the overall target. This is in large part due to the random sampling of projects for reporting, which in this case included the wide-reaching ‘We Can’ campaign in Bangladesh. While campaigns of this nature may not be selected for review in future years, we are proposing an upward revision of the output milestones and target in any case given that the final target has already been exceeded. The proposed changes to the output milestones and target are included in the revised logframe attached.

Impact Weighting %

100%

Risk: Medium

Based on the revised targets for this output, we propose that the risk of underachievement remains medium. The assumptions in the logframe remain pertinent.

List any documentary supporting information

- Oxfam Management Information System, Global Output Reporting

Actual achievement of expected results. Rate A++ to C **A+**

Part B – i. Results and Value for Money

Progress to date against PPA Outcome Statement(s)

Over the last year, Oxfam has put in place a comprehensive approach, called the Global Performance Framework, for improving the quality and measuring impact of its programming work; strengthening its accountability to donors and the public, and promoting greater evidence-informed decision-making. Under this performance framework, Oxfam has defined six thematic and two ‘cross-cutting’ global outcome indicators^{vii}. Against each of these outcome indicators, intensive, structured and rigorous evaluation exercises – called

'Effectiveness Reviews' – take place at the project level. Recognising that it is not possible to rigorously evaluate a significant percentage of the nearly 400 projects closing in any given year, these reviews are carried out on a random sample of mature projects associated with each outcome indicator.

The effectiveness review approach will be continuously monitored and adjusted to enhance its ability to support the organisation to both understand its effectiveness and improve its performance. Carrying out this level of intensive evaluation annually is intended to build an increasingly rich and credible picture of Oxfam's ability to tackle poverty and suffering. In order to continue to innovate and test this approach, an external advisory board will be put in place to challenge and help refine the methodologies that underpin it. In addition, Oxfam will continue to proactively share its methods with DFID, other NGOs, and academics in the sector, in an effort to encourage rigour and improved standards on impact evaluation and evidence-informed decision-making.

During 2011-12, the organisation carried out 26 Effectiveness Reviews, and the findings directly inform this section of the report. These reviews are not only being carried out for accountability purposes. They are being used as means to promote organisational learning, and ensure greater organisational effectiveness, deliver better value for money and, ultimately, supports projects that truly make a positive difference to the lives of people facing poverty and marginalisation around the world. To ensure that this learning is acted on, Oxfam intends to implement a management response system from June 2012, and country teams will need to demonstrate how they are using the findings of the reviews to improve their work. As PPA reporting was brought forward by 1 month we do not have this information at this stage.

In Part A – PPA Output Review and Scoring, the performance of the 26 randomly selected projects against the annual output milestones set for 2011-12 were presented. In the section below, the performance of these same projects can be now reviewed against Oxfam's global outcome indicators. Given that the projects were randomly selected, rather than handpicked, it is understandable that their performance against the indicators is mixed and does not tell the full story of all the outcomes that Oxfam achieved with PPA funds.

Outcome Statement 1: Degree to which humanitarian support meets recognised standards of excellence

The five humanitarian responses met recognised quality standards for humanitarian programming by an average of 60% (against a year one milestone of 70%).

The global humanitarian outcome indicator is focused on critically assessing the *quality* of humanitarian support Oxfam provides. The **Humanitarian Indicator Tool** (HIT) was developed specifically for this purpose is applied by external evaluators. The tool assesses the performance of the five selected responses against twelve recognised quality standards for humanitarian support (see table below), and weighted scores were given for each benchmark.^{viii}

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

Benchmark	Average	Colombia	Kenya	Ethiopia	Somalia	Pakistan
1. Timeliness – 3 to 5 days for rapid onset and two weeks for slow onset	1.6	2	2	2	0	2
2. Coverage – 25% of the total affected population ^{ix}	2.4	2	2	2	4	2
3. Technical aspects of programme measured against Sphere and Oxfam quality standards	1.6	2	2	0	2	2
4. Indicators (both process and impact) in place and being measured	1.4	2	2	1	1	1
5. Feedback/complaints system in place and functioning and documented evidence of consultation and participation	1.2	1	1	1	2	1

6. Partners fully engaged in all aspects of the project cycle	1.8	2	2	n/a ^x	2	1
7. Programme reflects measures to address dignity and protection issues	1.4	2	2	1	1	1
8. Programme delivery addresses gender and specific needs of vulnerable groups	1	1	1	1	1	1
9. Exit strategy/recovery plan in place	1.4	2	2	0	1	2
10. Evidenced utilization of contingency plan in last humanitarian response	1.4	2	2	0	1	2
11. Programme addresses advocacy issues	1.5	n/a	2	0	2	2
12. Programme is linked to/will be linked to DRR interventions in area	1.8	n/a	2	1	n/a	2
TOTAL by country	85/142	18/26	22/30	9/28	17/28	19/30
Calibrated % (to accommodate different numbers of benchmarks or irrelevant ones)	60%	69%	73%	31%	61%	63%

Across the five humanitarian responses, Oxfam scored an average of 60% against the standards. However, there are noteworthy differences between responses and between each of the benchmarks. The **timeliness benchmark** proved difficult to measure due to the nature of the responses, especially in chronic conflict areas with cyclical drought periods. Revisions to this particular benchmark are now being considered, in order to make it more sensitive to context. The **benchmark on gender and vulnerable groups** also had a low average score, the cause of which will be further investigated (it may be due to low levels of documentation or weak practice). Oxfam also has a Global Humanitarian Gender Adviser working with teams to improve understanding of gender and power dynamics in humanitarian emergencies. Similarly, documentation of **consultation and participation of the affected population** remains a concern and, again, this will be taken up with country and regional teams. Accountability is an organisational priority – we have a new open information policy and a new complaints policy, and minimum standards that outline what we need to be achieving in terms of being transparent and proactively encouraging feedback and complaints. In particular, work is beginning to improve our transparency and to establish a system to improve the reporting, analysis, follow up and learning from complaints received.

The Ethiopia response stands out as having performed poorly, particularly against programme standards such as Sphere, advocacy, contingency plans, and exit/recovery plans. However, it deserves mention that, at least to a degree, this can be explained by contextual considerations such as government intolerance for advocacy work and the influx of refugees that made it difficult to put in place exit and recovery plans. Oxfam is investing considerable energy in improving its understanding of chronic and cyclical poverty emergencies, and how to most effectively build people's resilience to these.

Outcome Statement 2: Households demonstrate greater ability to minimise risk from shocks and adapt to emerging trends and uncertainty

On average, 14% of the households supported by the four randomly selected projects (against a year one milestone of 5%) demonstrated greater ability to minimise risk from shocks and adapt to emerging trends and uncertainty.

The global ARR outcome indicator is focused on critically assessing the *effectiveness* of the adaptation and risk reduction support Oxfam and its partners provide. To assess the performance of the four projects against this indicator, supported and unsupported households were compared in relation to particular characteristics assumed important for reducing risk from shocks and adapting to emerging trends and uncertainty. These characteristics include (but were not limited to), the level livelihood diversification, degree of participation in disaster preparedness activities, and access to climate trend information. To ensure a fair comparison, efforts were made to sample the unsupported households from similar, nearby communities.

Propensity score matching (PSM) was also used to make the two groups of households as comparable as possible. PSM is a statistical method that reduces bias by ensuring that the intervention and comparison groups are the same, on average, (i.e. 'balanced') in terms of their measured characteristics.

The results of the comparison between supported and unsupported households are presented in a table in the endnotes^{xi}. In general terms, a large and highly statistically significant difference was found in favour of the supported households, providing evidence that Oxfam's work has had a positive impact overall. However, clear differences among the four projects were also found. Pakistan, for instance, the difference is exceptionally large and highly statistically significant. This is a clear success story and more information on this project, and its results, are presented in the 'Changing Lives Case Study' section of this report. For Indonesia, while not quite statistically significant, a 9% difference was found between supported and unsupported households. However, it should be noted that this project has thus far been narrowly focused on disaster preparedness, rather than on other aspects of resilience and climate change adaptation. And there is strong evidence that this more focused work has been effective. For instance, significantly more respondents in the supported villages reported having knowledge of their respective village's disaster management plans, as compared with those that were not supported by the project^{xii}. They also reported having better access to disaster preparedness information^{xiii} and greater participation in disaster preparedness activities^{xiv}.

The projects in both Mali and Niger were found to have had a positive effect on only one or two of the characteristics which are seen to reflect households' adaptation and risk reduction capacity. In the case of Mali, this partly reflects the experimental nature of the climate change adaptation project: various interventions were tried on a small scale during 2011, and the results of these pilots will inform future programming. Oxfam's Global ARR team have also recently signed an agreement to support climate change adaptation work specifically in Mali.

Outcome Statement 3: Supported households demonstrate significantly higher income levels

On average, 5% of the producers supported by the five selected projects (against a year one milestone of 10%) demonstrated greater household income.

The global livelihood outcome indicator is focused on critically assessing whether Oxfam's livelihood support has raised household income, as measured by daily consumption and expenditure per capita.^{xv} To assess performance against this indicator, questionnaires were administered to representative samples of households that were supported by the projects and similar households that were not. The questions asked investigated the types, quantities, and estimated prices of the food the households consumed during the previous week, as well as expenditure on various non-food items over the previous month and year. The collected data were then used to estimate the income levels of both the supported and unsupported producers. As with the previous outcome indicator, the unsupported households were selected from communities adjacent and similar to those of the supported households, and propensity score matching was used to make the two groups of households as comparable as possible.

The results of the comparison between supported and unsupported producers are presented in a table in the endnotes^{xvi}. On the whole, a statistically significant difference was found in favour of the supported producers, providing evidence of overall positive impact. However, clear differences were also found across the different country projects. The differences for the Zimbabwe, DRC, Haiti, and Nicaragua projects are all positive but not independently statistically significant. For most of these projects, it is likely that the differences would have been statistically significant if larger sample sizes had been used. Moreover, in the case of Haiti, a statistically significant and positive impact was identified for one of the two regions where the project was implemented. Unfortunately, the women producers in Uganda were found to have slightly lower household income in relation to the indicator than their comparators. In response,

Oxfam is adapting its approach in this extremely challenging region to intensify its advocacy on land and pastoralists' issues, and promoting appropriate supplementary agricultural production and marketing. This project is examined in more detail in the 'Changing Lives Case Study' section of this report.

Outcome Statement 4: Supported women demonstrate increased involvement in decision-making at household, community and institutional levels

On average, 7% of women supported by the three selected projects (against a year one milestone of 5%) demonstrated greater involvement in household decision-making and influencing affairs at the community level.

The global women's empowerment outcome indicator is focused on assessing whether Oxfam's women's empowerment support resulted in women demonstrating greater involvement in household decision-making and influencing affairs at the community level. To assess performance against this indicator, representative samples of both women supported by the projects and similar women not supported by the projects were surveyed. The questions asked included the extent they are involved in various areas of household level decision-making; and able to influence how their respective communities are governed. If the three sampled projects were effective in promoting women's empowerment at the grassroots level, the supported women should have demonstrated greater household decision-making and community influencing power vis-à-vis the unsupported women. As with previous indicators, the unsupported women surveyed were sampled from communities nearby and similar to those in which the supported women live. Propensity score matching was also used to make the two groups of women as comparable as possible.

The results of the comparison between supported and unsupported women are presented in a table in the endnotes^{xvii}. On the whole, nearly seven percent more of the supported women scored positively on the outcome indicator. This difference is statistically significant, providing clear evidence of the projects' overall positive impact and effectiveness. However, this result is not uniform across the three projects. The projects in the Philippines and Zambia performed well, while, in Guatemala, there is no evidence of increased decision-making power for women in the household and their communities despite some evidence that attitudes to women's economic roles have improved as a result of the project. This may be reflective of the project's short-term nature and relatively modest budget, which only enabled small numbers of women to be supported by each of its activities. However, the initial project is now being expanded into a longer-term programme, which is expected to consolidate the progress already made and achieve deeper change.

Outcome Statement 5: State institutions and other actors change their practices in better alignment with the demands of citizens

Across the five projects, an average contribution score of 60% (against a year one milestone of 40%) was achieved with respect to evidenced contributions made towards the empowerment, mobilisation, and participation of marginalised groups in local and national.

The global citizen's voice outcome indicator is focused on assessing whether Oxfam's governance work has resulted in citizens' demands being recognised and led to improved practices of state institutions and other key actors. In order to assess performance against this indicator, the five projects were externally evaluated using a pre-defined qualitative research protocol adapted from a method called 'process tracing'. External evaluators worked with project stakeholders to identify specific outcomes for assessment. At least two weeks of field research fed into each report, which included a narrative assessment of the project and defined 'contribution scores' for each outcome – with (1) being the lowest score and (5) being the highest score. Lower scores were associated with little outcome change observed and/or low contribution to change, with higher scores awarded when meaningful change was observed and

the project's contribution to change was clearly evidenced and significant. Recognising that the projects each have their own unique outcomes and were implemented in diverse contexts, the scores are not intended to be used for comparison purposes but simply for summarising the results of each review.

In summary, each project focused on influencing state institutions and actors, though the specific type of actor varied depending on project goal and power analysis. For instance, in **Bolivia** (Average contribution score: 4.3), the project's work focused on two municipalities, the Central Bank of Bolivia and the Bolivian Catholic Church. The evaluation found that, among other things, the project played a 'critical catalytic role' in the church's decision to develop an integrated information system—'a kind of national database of church social programmes--that will greatly improve the church's ability to provide services, while also serving as a critical alternative source of information' for Bolivian society. In **OPTI** (Average contribution score: 1.8), the project focused on influencing Israeli society and political actors in order to seek change in occupied Palestine. It contributed to outcomes with mixed degrees of positive results; outcome changes observed included a successful compensation claim for Palestinians dismissed from Israeli companies and a media project that resulted in increased awareness of human rights violations among Israeli civil society. In **South Africa** (Average contribution score: 2.5), the project focused on the quality of South Africans' participation in, and the behaviour of the South African government around, the December 2011 United Nations Framework Convention on Climate Change (UNFCCC) 'COP17' meeting in Durban. The evaluation found the project did influence the COP Presidency and did make a 'notable' contribution to mobilisation of individuals and civil society, though the event size and importance meant Oxfam was one of many actors.

Other outcomes focused on the groups of people who would be mobilized to demand their rights. For instance, in **England** (Average contribution score: 4.4), the project focused on the empowerment of black and minority ethnicity women in the North of England, documenting cases where participating women then took action on their own behalf. Such initiatives resulted in the commitment by Leeds City Council to collect better statistics on ethnicity and gender, and the organisation of ESOL classes for Somali women in the Moss Side area of Manchester. In **Liberia** (Average contribution score: 2.5), the project worked through two primary partners (both networks of smaller NGOs and CBOs) to raise awareness of the African Protocol on the Rights of Women. The evaluation concludes that the project successfully mobilised Liberian women to advocate for their rights, but that the quality of the training provided may have caused women to advocate in adversarial or unsophisticated ways, which has negatively affected their relationship with government actors in the short term.

Outcome Statement 6: Pro-poor and gender equitable policy change achieved

Across the four projects, an average contribution score of 69% (against a year one milestone of 40%) was achieved with respect to evidenced contributions made towards influencing change in government practice directly or improving popular attitudes, behaviours, and norms.

The global policy influencing outcome indicator is focused on critically assessing the *effectiveness* of the policy influencing work Oxfam supports. In order to assess performance against this indicator two different methods were used. In three of the projects (Georgia, Indonesia and Honduras), a method called 'process tracing' was used by external evaluators. However, given the nature of the Bangladesh project's targeted outcomes, a quantitative research method similar to those used in the projects sampled under the outcome indicators for adaptation and risk reduction, livelihoods, and women empowerment was applied to this project.

In three of the four projects assessed, Oxfam worked with and through coalitions of civil society actors. In each case, Oxfam played a major role as funder or coordinator of networks of many, usually local, groups. For instance, in **Indonesia** (Average contribution score: 4.5), the project

involved a campaign alliance of 18 organisations seeking to promote sustainable rural livelihoods in three commodities: rice, palm oil and fish. The evaluation concluded that, among other things, the work contributed to two 'highly successful' campaigns for judicial review of laws on coastal area management and fisheries. In **Honduras** (Average contribution score: 3.0), the project involved a multi-actor campaign, operating at regional and national levels, focused on improving conditions for small-scale producers through changes in public policy and investment. In this case, campaign success has been partial, limited to specific areas of the country or – in the case of one outcome examined – actually not connected to positive policy changes implemented by the government. In **Georgia** (Average contribution score: 3.2), the project focused on developing civil society capacity to advocate on health on behalf of poor Georgians. In a difficult political environment, political success has been limited – though the evaluation did document 'unintended' positive outcomes, such as the public defender's office making use of project research.

In **Bangladesh** (Average contribution score: 3.0), the project carried out community-based campaigning activities in an attempt to reduce women's experience of violence by changing deeply ingrained attitudes and practices that endorse gender discrimination and violence. Overall, the women and men in the villages targeted by the campaign were found to have better attitudes in relation to both gender and intra-marital violence^{xviii}.

Key Challenges

The Effectiveness Reviews on the 26 projects have surfaced a number of challenges the organisation has faced in improving the lives of those living in poverty. Many of these challenges have been project specific. However, a few challenges raise broader issues that will require further reflection by the organisation and, if appropriate, action to be taken to address them. These broader challenges include:

- Disabling policy environments continue to surface as a critical overarching factor in determining whether projects can actually result in improvements in the lives of those living in poverty, such as in Uganda. There needs to be further reflection on how greater consistency in recognising and creating enabling policy environments can be better embedded within programme design and review.
- In terms of women's empowerment, one of the main challenges we still encounter is the expectation that deeply ingrained gender norms and practices (whether about women's rights to resources, men's licence to use violence against women etc.) can be changed by conventionally short term development interventions. Gender norms and practices are realised and reproduced within the household, and change requires long term interventions, carefully calibrated to penetrate the 'private' domain of the household.
- The lack of continuity and consistency in some of Oxfam's funding to partners may be a factor undermining scale and/or significance of project impact. In both the Bolivia and the Occupied Palestinian Territories and Israel (OPTI) evaluations, partners raised questions about Oxfam's level and continuity of funding, noting that Oxfam only committed funds for short time periods, for specific project activities or in the form of small grants. In such cases, partners were unable to design and fund coherent lobbying projects, were hampered in their ability leverage other funding or were unfunded to participate in MEL activities. As many of Oxfam's projects are implemented to large degrees by partner organisations, issues of funding relationships with partners continues to be a challenge that the organisation needs to better manage.
- At measurement level, particularly in humanitarian responses, it has been difficult getting programme teams to document their work and, thereby, provide written evidence of quality. There needs to be a better understanding of how to achieve the balance between delivering, versus documenting, programme quality.

- At a meta-level, the first year of rolling out the Effectiveness Reviews under the Global Performance Framework has highlighted some teething problems in the process of project selection. For instance, under the women's empowerment thematic area two of the five randomly selected projects had to be dropped from the evaluation process because they did not actually work on women's empowerment (to a specific enough degree) despite being classified as such in Oxfam's online project management system (OPAL). Furthermore, beyond misclassification of projects by country level project officers, inadequate cross-checking of the randomly selected projects at an early enough stage also meant that this reality surfaced too late in the process for the Effectiveness Review Team to resample and undertake new Effectiveness Reviews. Both issues of misclassification and early cross-checking will now be taken into account during next year's Effectiveness Review process.

Risks and Assumptions

Oxfam's divisional and organisational risk registers are formally reviewed twice a year by senior management. These reviews involve assessing the risk profile of currently identified risks and consider whether significant new risks have emerged since the previous review. For residual risks that are in excess of the organisation's risk appetite further mitigating actions are designed to reduce risk to an acceptable level. In support of this process Oxfam has a well resourced Internal Audit function that carries out programme of reviews that are focused on the areas of highest risk. During the past year our risk management and audit processes have led to increased focus on some key risk areas. One significant step forward has been the formal identification of our highest risk countries. For these countries, the organisation will respond to increased inherent risks through more focused monitoring of key performance and risk indicators. Another area that has emerged as one of increasing risk is the way Oxfam works with and monitors the local partners that it funds. As a result, the organisation is developing improved vetting, monitoring and audit processes in relation to its activity with partner organisations to help Oxfam better manage the risk of fraud and to increase confidence in the programme work delivered through partners.

Overall, there has been ***no significant changes to Oxfam's organisational risk profile*** (and the organisation's management of those risks) during the reporting period.

Progress on Climate and Environmental Risks

Oxfam differentiates between operational and programmatic environmental impact – though both are taken equally seriously. The former is about how Oxfam manages itself as an organisation, and its direct impact on its immediate and global environment (such as, how often do we fly, what kind of vehicles do we use, etc.) and the latter is about how Oxfam's programmes influence the environment and climate change (such as, is promoting a particular agricultural practice more carbon intensive than another).

Oxfam continues to take steps to address climate and environmental risks, particularly those raised during the environmental screening process. For instance, from an operational perspective Oxfam has extended its work on environmental sustainability to ensure that its overseas work has a greater focus on such issues. Activities strengthening this focus include:

- An update of Oxfam's Supply Policy in the International Division to incorporate environmental sustainability principles. The scope of this policy includes all purchases from the organisation's regions. This policy is due for sign-off in May 2012.
- An update of Oxfam's overarching Organisational Operational Sustainability Policy (due to be presented to the board for 'sign-off' in June 2012). Key areas of update will include carbon, waste and meeting legislative requirements.
- The completion of two in-depth case studies measuring carbon emissions in the HECA^{xix} and Asia regions to enable a more accurate estimated global footprint for 2011-12. For the 2011-

12 global footprint measurement, a framework is currently being agreed with all of Oxfam's regions to collect key carbon data.

- A public target has been set to implement the installation of tracking devices in 90% of the organisation's overseas vehicle fleet by the end of 2012-13 and use learning from the first year to create a baseline and inform reduction strategies moving forward.

Within programmes Oxfam has taken a number of important steps to ensure environmental sustainability including:

- The inclusion of environmental sustainability into the organisation's livelihoods programme approaches. For instance, the Enterprise Development Programme (EDP) assessment tools now ensure that environmental impact data is collected and analysed for each of the fifteen projects.
- Natural Resource Management (NRM) approaches/tools are being specifically developed by the organisation to support staff to incorporate key environmental issues during programme design and implementation phases. Such support materials include: ['Managing Water Locally'](#); *'Community Based Water Resource Management- A Learning companion'* and *'Disaster Risk Reduction in Drought Cycle Management: A learning companion'*.
- The organisation's public campaigning continues to raise the profile of environmental sustainability issues. For instance, Oxfam's new global campaign 'GROW' focuses on the relationship and tension between a rising global population, the environment, and power inequalities; see [this discussion paper](#).

Additional activities relating to how Oxfam influences those with whom it works with include:

- Oxfam's [partnership policy](#) outlines five principles in partner selection, including one about having '*shared vision and values*', such values now include environmental considerations.
- In terms of Oxfam's partnerships with private sector organisations, the organisation has a strict ethical checking process which, amongst other issues, examines the environmental policy and impact of any potential partner's core business practice.

Evidence of using the PPA to take Risks and Innovate

Last year the PPA contributed approximately £9.6 million (12%) to the total pool of unrestricted resources (£79.1 million) that Oxfam's International Division used to support the delivery of programmes in more than 50 countries. Oxfam treats the PPA as a contribution to unrestricted funds and as such the organisation does not normally track PPA funding separately, or allocate it to specific purposes. In this report, in response to questions relating to use of PPA funds specifically, Oxfam will refer to use of 'unrestricted funds' to which the PPA makes a 12% contribution.

Unrestricted funding has supported Oxfam and its partners' ability to innovate at two interconnected levels. Firstly, unrestricted funding has been invested into nurturing the skills, capacity and organisational culture that allows staff and partners to develop innovative approaches or ways of working and take more (measured) risks in programming to deliver such approaches. For instance, in 2011-12, the organisation invested £68k into running seven workshops at country, regional and global level on 'innovation and strategy' in order to strengthen staff/partner capacity in this area. Secondly, unrestricted funding has also been used to take forward the growth in staff/partner capacity to innovate (or spot innovation) and pilot experimental approaches to test for impact and effectiveness. Recent examples include:

- **Kenya Biogas** – Oxfam is constantly investing unrestricted funding into developing and testing new technology and ways of working for humanitarian relief. For instance, in the slums of Kenya, as a result of the influx of displaced people migrating from drought affected areas, there are very few toilets and people use open drainage ditches and scrub areas, where women are vulnerable to abuse. In Nairobi, Oxfam has supported the Umande Trust, through a £45k investment of unrestricted funding, to construct 5 communal, community run biogas centres. People pay a minimal sum to use the latrines and the gas is used to heat hot water so local

people can pay for a hot shower. Income is also generated by renting out the space above the toilets. In this way the Biogas centres generate a small income which covers all the operation and maintenance costs and therefore make the toilets sustainable. Since this project was piloted, other organisations have funded the Umande Trust to build more biogas centres and there are now 36 of them in the slums of Kenya. Each has a slightly different management model decided by local groups, but all run on the principal that the biogas centre generates income so that the toilets are sustainable. The idea is now spreading to more slums around the world and the Umande Trust are acting as consultants to implement biogas sanitation in other countries.

- **The Small Enterprise Impact Investing Fund** – Over the past few years, Oxfam has recognised a critical gap in the financial services sector within low income countries that restricts the growth and significant poverty reduction potential of small enterprises. Instead of attempting to directly intervene, over a period of two years, Oxfam has invested unrestricted funding into developing a private sector partnership with the specialist asset management firm, *Symbiotics*. Together, they will have launched a \$100m USD fund aimed at supporting financial intermediaries investing in small enterprises in low income countries. The scheme seeks to offer a return to investors and a compelling impact narrative of development gain. It also aims to be a benchmark product within the growing impact investment space, to challenge the performance of investors on impact measurement and fulfilment, and to create and develop thousands of new small enterprises. Establishing this cutting edge and experimental fund would not have been possible without unrestricted money. Approximately £100k of unrestricted funding was used to pay for technical advisory expertise within Oxfam’s international division, its programme policy team and its programme performance and accountability team (who specialise in impact measurement).

- **Just Energy** – Oxfam is always looking for and experimenting with new and more sustainable models for delivering its mandate to reduce poverty and suffering. The organisation also looks to pass on the flexibility of unrestricted funding to encourage organic growth and development of partners and organisations who have the potential to achieve significant sustainable impact. As such, Oxfam has invested unrestricted funding in finding more effective ways to work with and support the growth of social enterprises. For instance, over the past two years the organisation has invested unrestricted funding into the development of the social enterprise *Just Energy* in South Africa. Through this flexible funding *Just Energy* has developed a model for enabling local communities to financially benefit from participation in renewable energy projects. Unrestricted money enabled *Just Energy* to demonstrate an unproven concept to the point where it could attract external funding, in this case from the Bank of America.

In terms of risk taking, perhaps the most strategic risk unrestricted funding allows Oxfam to make is to prioritise programming, and better meet the fast changing needs of those living in poverty, within fragile and conflict affected contexts. In these contexts the cost of operating is significantly higher while the possibility of achieving positive lasting impact is far less certain. In 2011-12, the organisation invested £32m (53% of the international division’s unrestricted funds and a notional 12% of PPA funding) directly into programmes in fragile states (a full list is outlined in the ‘Targeting and Representativeness’ section). Furthermore, this figure does not include the unrestricted funding spent on the non-country based support functions that these programmes in fragile and conflict affected contexts rely on, such as regional management and technical support. It would be very difficult to sustain quality programming within the challenging and rapidly shifting operating environments of fragile states without unrestricted funding.

Relevance of Assumptions

The assumptions in the logframe cover outputs and outcomes for each of the six thematic areas discussed in this report. The relevance of these assumptions by the end of the first year are as follows:

1. **Humanitarian support** – Oxfam’s key assumption for this outcome is that political and geographic contexts in which emergencies take place will not impose insurmountable barriers that make it impossible to meet standards. This assumption still holds as Oxfam country programmes should take context into account when planning their responses and would adjust quality standards accordingly (for example in adjusting Sphere standards for water in arid areas).

2. **Reducing vulnerability to shocks** – For the most part, Oxfam’s key assumption for this outcome – conducive policy environments and capability and willingness of local government institutions to provide targeted households and communities with support – has held out in practice. However, in the case of Niger, deteriorating security prevented Oxfam staff from visiting project sites, thereby making it difficult to fulfil standard monitoring protocol.

3. **Livelihoods and income** – Oxfam’s key assumptions for this outcome relate to the existence of supportive policy environments as well as market opportunities that match the comparative advantages of the supported producers. As already explained above, the former assumption did not hold true in the case of Uganda, where the poor policy environment in this region of the country is a significant barrier to development. As described in the Changing Lives Case Study section, the organisation is working with various coalition partners to address this situation. However, on balance, it is felt that this assumption is holding true. The second assumption in the logframe – the existence of conducive market opportunities – has largely held true across the projects.

4. **Women’s empowerment** – It is felt that Oxfam’s key assumptions for this outcome are continuing to hold up in practice. However, elevating women’s status at the household level may be a more complex, multi-dimensional, context-specific and long-term than is assumed by the selected projects’ theories of change. While the assumption generally holds true, a more sophisticated approach may be required for some of Oxfam’s projects.

5. **Citizen Voice** – Oxfam’s assumption for this outcome is that political space exists for citizens to engage with government institutions. This assumption is holding, though it is clear that some groups of citizens (and their representative organisations) have more opportunity than others. Project teams have had to make careful decisions about who to work with – those who are marginalised but have lower capacity or those who represent marginalised groups but have enough existing capacity that they are likely to have influence.

6. **Policy influencing** – Oxfam’s assumptions for this outcome are that sufficient political space exists at national levels, and potential coalition partners are interested in working together on identified policy issues. Overall, these assumptions are holding true, but there are exceptions. There is evidence (for example, based on the projects in Georgia and Honduras) that there are circumstances where severely limited political space can limit the impact of projects in the short-and medium-term (such as, when a project’s focus – to ensure access to health for the poorest groups – appears to be directly at odds with powerful private interests or a health privatisation agenda). In such cases partners may be unable to work together, perhaps becoming less willing to undertake joint advocacy activities. However, there is evidence that some progress can still be made in these areas – though it may be longer-term in nature or be the result of unplanned or opportunistic work.

Evidence

In Section Three of the PPA business case response, Oxfam outlined its over-arching theories of change for the six thematic areas covered by the PPA framework. The Effectiveness Reviews conducted this year provided insights into Oxfam’s overall programme performance in all six key areas of impact. While Oxfam sees no evidence that fundamentally challenges the global level theories of change outlined in the business case, the reviews highlighted the issue of consistency in the application of learning and best practice across programmes as a common thread across all six areas.

Recognising this, Oxfam is investing to ensure that learning from evaluation processes is better applied in design and implementation of all its programmes worldwide. Specifically in relation to the Global Performance Framework and the effectiveness reviews, a management response and learning system will be put in place by June 2012. Findings will be presented to Oxfam's senior leadership and trustees and will feed into Oxfam's programme strategies and guidance.

Detailed findings in relation to the 26 reviewed projects are outlined in part B.i. Key lessons relating to each of the six areas of impact are given below:

1. Humanitarian support

The Humanitarian Effectiveness Reviews identified timeliness as an issue in all reviewed countries. Adherence to Sphere standards and to best practice on gender was also weak. These shortfalls were not due to programme design or rationale, but to issues such as weak usage of early warning systems, limited preparedness and patchy adherence to policy. Oxfam is therefore investing heavily in training programmes for its humanitarian staff around the world in these core areas. It has taken steps to enhance knowledge management in emergencies through the recruitment of specialist deployable staff. Oxfam has also led interagency efforts in the UK to understand and enhance humanitarian leadership skills and qualities. Oxfam staff are applying learning from the use of early warning systems during the Horn of Africa drought to improve the timeliness of future responses.

2. Reducing vulnerability to shocks

The Effectiveness Reviews showed evidence of variable impact across the different facets of resilience. In Pakistan, for instance, results were positive for disaster risk reduction, but little progress had been made on promoting adaptive capacity. Resilience is still an emerging concept in programming and, in common with other development actors, Oxfam is still developing its thinking in this area. Learning from innovative programmes such as the Oxfam-led Africa Climate Change and Resilience Alliance (ACCRA) programme shows the power of more integrated approaches to building resilience with adaptive capacity. In the coming period, Oxfam will be using this and other learning to design and roll out an integrated programme planning tool for resilience programming, ensuring that its global programme is better aligned with policy.

3. Livelihoods and income

As detailed in Oxfam's PPA business case, Oxfam's theory of change for livelihoods is predicated on: a) support for the development of market systems (rather than merely increasing productive capacity); and b) advocacy to enable smallholders (especially women) to gain access to land, resources, trading relationships, and training. From the effectiveness reviews, Uganda in particular lacked appropriate marketing support and did not incorporate advocacy on land and pastoralist issues. Increased support will be provided over the coming year to increase understanding and uptake of Oxfam's global livelihoods methodologies in Uganda and elsewhere.

4. Women's empowerment

While the reviewed projects had positively influenced women's involvement in community governance, it appears that they were less effective at improving women's involvement in household decision-making. This could either mean that the method for measuring women's involvement in such decision-making is not sensitive enough, or that the approaches undertaken by the projects were not effective at empowering women at household level. More investigation is required before we can judge which is true. That said, this finding reconfirms Oxfam's understanding that deeply ingrained gender norms and practices are realised and reproduced within the household, and change at this level requires carefully-calibrated, context-sensitive and (above all) long-term interventions.

5. Citizen voice

The Citizen Voice Effectiveness Reviews have highlighted the need to ensure that empowerment and citizen voice interventions are adapted to their particular contexts. This is particularly true in fragile and conflict settings, where an understanding the complex interplay of cultural, social, economic and political factors that underpin gendered power relations is critical. Timescale is also a factor – in Bolivia and OPTI, partners suggested that a longer-term view to project design and partner funding agreements would enable them to deliver greater impact. In South Africa, by contrast, Oxfam was praised by partners for the flexibility in its funding arrangements.

6. Policy influencing

Flexibility and responsiveness to context are also key to impact in this area of work – changes (though perhaps not as severe as those seen in one of the reviewed countries, Honduras) are to be expected. Policy influencing projects must have the capacity to continually (re)assess political environments and to modify strategies and activities to react to changing opportunities, while remaining focused on a desired area of policy impact.

Strategy for Achieving Results and Sustainability

Oxfam uses unrestricted funding to invest in research, innovation, capacity development of staff and partners, and new programme areas which are frequently considered too high risk, unproven and/or perceived as non-essential to be able to secure restricted funding. We use the unrestricted funds to create, pilot and demonstrate effectiveness of potential innovative programmes and then leverage further restricted funding (financial resources) to deliver the programme at scale. For instance:

- Over several years, Oxfam has been investing unrestricted funding into building a Pan-Africa programme focused on building the capacity of African civil society organisations and strengthening their continental networking and advocacy activities with the African Union. For instance, over the past year Oxfam allocated £43k to continue to maintain the small secretariat of staff based in Nairobi to support Pan Advocacy programmes. In the same year, Oxfam and the ‘State of the Union’ coalition partners leveraged over £7m worth of restricted funding to deliver a five country Pan-Africa advocacy and civil society strengthening programme.

- The Enterprise Development Programme is a global programme spanning 13 countries. Oxfam invested unrestricted funds into hiring a specialist advisor to lead and support programme development as well as providing the initial investment of £536k into the programme. This programme has now secured funding through corporate partnerships and social investors worth £3.5m based on the demonstrated success coming from the initial pilot.

Without unrestricted funding for this type of investment in initial research or programme pilots, Oxfam and its partners would not have the flexibility or responsive capacity to be able to deliver these types of programmes and then go on to leverage future resources to take them to scale and ensure their sustainability.

Perhaps more importantly than using unrestricted funding to demonstrate programme effectiveness (and therefore secure further restricted funding), unrestricted funding also allows Oxfam to develop and achieve ways of working that leverage sustainable impact at scale without necessarily having a ‘programme’ in the traditional sense. More and more, Oxfam is attempting to create sustainable systemic change at scale (appropriate to the challenge) by using the organisation’s capacity and position to facilitate and/or convene diverse stakeholders to broker change and achieve poverty reduction. For instance:

- Oxfam’s UK domestic programme used its independent poverty focused reputation in the UK to broker a deal between the private sector, regional government, a UK charitable trust

(providing a loan guarantee) and local housing associations in Wales that will see 850 housing association tenants benefit from up to £6.25m investment into solar panel installation. It is estimated that the profit from this investment (income from 'feed in tariffs' – loan repayments) will be £300K per annum for 15 years. This profit will be used to fund local projects for energy efficiency, tackling fuel poverty and supporting community development.

- In Ethiopia, the agricultural system in a district was changed by our major partner forming producer groups of smallholder farmers (to increase their bargaining power), with Oxfam convening into the agricultural system a major processor (which could buy a significant part of the farmers' production); an agricultural research agency (which had improved crop varieties); local government (which could provide training on sustainable agriculture techniques) and another local NGO (which could provide microfinance). Involving these actors guaranteed far more impact than Oxfam could have achieved or that could have been achieved by working with just one type of actor. The result was 40,000 farmers increased their average income three- to four-fold, with only €12 per farmer being spent by Oxfam.

- In Asia, Oxfam seconded humanitarian technical staff into the ASEAN^{xx} secretariat to provide expertise on developing the regional bloc's humanitarian and DDR capacity. This has enabled ASEAN to develop its own humanitarian policy but one that firmly supports the needs of those living in poverty in the region. The request to do this resulted from Oxfam's credibility in delivering high quality humanitarian programmes in the region.

- Oxfam in Russia provided the national 'anti-poverty coalition' with the tools to build a campaign on disabled people's access to benefits. The campaign itself was designed, branded, managed, resourced and delivered by the coalition and delivered easier access to benefits to more than six million people in the country.

Undertaking such leveraging activities in order to deliver sustainable change requires Oxfam to have a high degree of standing capacity in other words a strong body of technical advisors/knowledge, ongoing participation in networks, existing long term relationships with multiple stakeholders, global infrastructure, long term 'on the ground presence'. This capacity provides the organisation with the credibility and positioning to play the role of "broker". Maintaining the standing capacity of Oxfam to be able to do this is only possible through the continual investment of unrestricted resources into its core social, technical and physical capital. Furthermore, the nature of leveraging change in this way (once an opportunity arises) is also inherently difficult to 'projectise' and therefore fund through conventional grant or project-based funding.

Direct Feedback from Beneficiaries

Accountability is one of Oxfam's core values – the organisation is accountable to a wide range of stakeholders, but holds itself primarily accountable to those living in poverty who it seeks to assist. Currently, the organisation has a set of mandatory Minimum Standards for Accountability based on four key dimensions that have been agreed as the focus of Oxfam's work on accountability: **transparency, feedback mechanisms, participation and monitoring evaluation and learning**.

In order to assess organisational performance against these minimum standards, Oxfam has developed and integrated an accountability indicator into its Global Performance Framework: *% of projects accountable to and judged to be appropriate and effective by people whose lives we aim to improve*. Over the past year (2011-12), the organisation carried out six Accountability Effectiveness Reviews to assess its progress against this indicator, using a specific 'Three-Step' methodology. The Three-Step methodology uses questionnaires, focus group discussions and key informant interviews to assess our accountability to partners and communities across the organisation's four dimensions of accountability, as follows:

- Self-assessment questionnaires to assess Oxfam's accountability to partners

- Oxfam partners and staff use an accountability matrix to assess their joint accountability to communities
- Communities feed-back using focus group discussions and key informant interviews
- Analysis and work-planning are done with the participating Oxfam staff and partners

The Accountability Effectiveness Reviews in 2011-12 found generally positive relationships between Oxfam, its partners and communities. Communities and partners consistently highlighted: strong interpersonal relationships; a sense of ongoing dialogue with project staff; and communities felt able to raise and discuss issues. Respondents also referred to the process of the reviews themselves as an example of how Oxfam is committed to soliciting feedback. Oxfam was judged to be less strong on being transparent and proactive about seeking and acting on feedback. The organisation is now addressing these issues by providing further guidelines, support and training to Oxfam staff.

These reviews were pilots, and in 2012-13, the organisation will randomly select six projects to be reviewed from an accountability perspective, as is the case with the other Global Performance Framework indicators outlined and assessed in Part A and Part B.

Disaggregated Results

Oxfam's Global Output Reporting system requires all active projects to report annually on the number of direct beneficiaries, as well as outputs relating to six thematic areas: humanitarian assistance, livelihoods support, adaptation and risk reduction, women's empowerment, citizen voice, and policy influencing. With the exception of the latter thematic area, these data are all disaggregated by gender.

Beyond capturing output data on the number of men and women being supported, effort is also made to better understanding the specific impacts of Oxfam's programmes on women and other marginalised groups. This is the case, for example, when effectiveness reviews are carried out on women's empowerment projects: Data are captured on various empowerment measures, including Oxfam's global outcome indicator for women's empowerment, to assess the extent the supported women have been empowered. In addition, many of these interventions also simultaneously aim to bring about change in men, e.g. by changing their attitudes. In such cases, data are also captured from men to assess whether such change has been achieved. For instance, in the effectiveness review of Bangladesh's 'We Can' Campaign on ending violence against women, data were collected on attitudes relating to gender relations in general and intra-marital violence in particular from both independent samples of both men and women. This helped assess whether the campaign impacted their attitudes differently.

Many of Oxfam's programmes are also trying to achieve change at the household level, where differentiating impact among men and women can be difficult. Nevertheless, attempts are being made to do this. For Oxfam's global livelihoods outcome indicator, for example, household expenditure data are captured for men and women separately where possible, e.g. how much was spent by the household on men and women's clothing over the past year. This enables an assessment of whether the livelihood intervention in question has reduced intra-household spending inequality. Another example is related to household food security. In particular, the Food, Agriculture, and Nutrition Technical Assistance (FANTA) Project's 24-hour dietary recall instrument is applied separately to both men and women living in the same households to test for gender-related intra-household food consumption inequality.

In subsequent years, and where appropriate to the project reviewed, Oxfam could identify and examine differentiated impact by socio-economic group, age, ethnicity or other pertinent area of identity using the Effectiveness Review process.

Value for Money (VfM)

Oxfam's approach to assessing Value for Money (VfM) rests on four key considerations: effectiveness, efficiency, economy and equity. Achieving good value for money requires an optimal balance between: a) appropriate cost; b) high productivity; c) successful outcomes of the appropriate quality; and d) the equitable and accountable distribution of benefits. For Oxfam, robust assessment of the quality of outcomes (effectiveness) is the defining issue for understanding value for money. If an activity is cheap and run efficiently, but achieves poor results, it is not value for money. Oxfam does not consider value for money to be a synonym for either "economy" (reducing inputs) or "efficiency" (reduced or reduced cost of outputs). Reducing the costs of inputs and making efficiency savings can either support or undermine value for money.

Main cost drivers for Oxfam – Oxfam monitors spend, by detailed account code, by project and by donor contract code. This allows full visibility of everything that is spent in Oxfam and ensures that it can be traced. Across the breadth of Oxfam's programme interventions, cost drivers vary significantly between different localities and types of intervention. During 2011-12, Oxfam has worked actively to build more in-depth information about its global cost drivers. While it is too early to draw firm conclusions from this work, data will be used to create internal (and ultimately external) benchmarks for key cost drivers. For instance, (amongst several other considerations) Oxfam has been looking at the level of programme management, office, travel and staff costs, comparing fragile states versus other developing countries as well as humanitarian, development and policy influencing interventions.

Oxfam's principal categories of expenditure across its international programme are given below, along with examples of how it rationalises these costs:

- **Salaries** (23% of international programme expenditure in 2011/12) – each new role is benchmarked internally against existing salary bands through careful assessment of nature and responsibility of role. Oxfam also externally benchmarks the salaries it pays, aiming to maintain salaries at just above the median of the INGO job market;
- **Partner grants** (34%) – Value for money is principally achieved through the choice of the right partners, based on a thorough appraisal. Efficiency and economy is maximised through work to build partners' financial management capacity and by regular financial and programme performance monitoring of partners' work;
- **Project Supplies** (21%) - Oxfam's procurement systems exceed the requirements set by all our major donors. Oxfam have invested significantly in efforts to better understand our supply chains and drive costs down (e.g. HELIOS project, described below). Oxfam's humanitarian technical experts work extensively with suppliers to support innovation and deliver better, more cost effective products;
- **Property, transport and equipment costs** (8%) – Purchase and rental of high value items are controlled through the procedures described above. Oxfam monitor the cost and environmental impact of its international flights, and has brought the number of airmiles down by 17% since the baseline in 2006. This figure fluctuates depending on the whether Oxfam has responded to a significant number of humanitarian responses pulling on organisational resources. In order to reduce vehicle running costs across its sizable international fleet, Oxfam has instituted a vehicle tracking system which has achieved cost savings of £100,000 per year;

Main risks to achieving Value for Money – At a strategic level, Oxfam sees value for money as a balance of the four 'E's. If there is too much focus on efficiency and economy, there is a risk of a 'race to the bottom', shifting resources away from the complex, transformative and innovative towards the easy, quantifiable and traditional interventions. Furthermore, those receiving aid must be enabled to play a much stronger role in defining and measuring value for money. One of Oxfam's key organisational performance indicators measures the level of beneficiary participation, transparency and the strength of client feedback mechanisms in its programmes. Externally, Oxfam is working with DFID, the PPA agencies and others to

rebalance the debate towards beneficiaries, for example in our work to support the development of accountability within the UN WASH cluster.

At the level of cost control, corruption and fraud remain key risks. Oxfam operates a zero tolerance policy towards fraud and is constantly working to find ways to minimise fraud loss. Oxfam has expanded its internal audit function, increased its programme of fraud awareness training and revised policies on fraud response. All incidents of fraud are recorded and regularly reviewed as part of Oxfam's monthly management monitoring. Oxfam report publically on fraud cases each year in its Accountability Report, recording total losses as well as funds recovered.

New Value for Money processes – The development and implementation the Global Performance Framework is the central plank of the organisation's commitment to value for money. Unrestricted funding has been used to support the roll out of this framework globally, to build human capacity in monitoring and evaluation across the organisation, to support the development of the systems needed to collect data against output indicators across the organisation, and to pay for more (and more robust) evaluations.

Significant Value for Money improvements – Aside from its investment in measures of effectiveness, Oxfam has invested in measures at the level of economy. In particular, Oxfam has worked to improve procurement practices (e.g. HELIOS, see below), the use of technology to drive down the cost of travel (such as Video-conferencing and e-learning tools) and better asset management. In the coming year, Oxfam will focus much more effort on increasing the quality of information about efficiency. As outlined above, Oxfam will do more work on benchmarking, both internally and externally, looking at similar types of projects to understand if there are differences in the way that resources are used and why those differences exist.

Tracking of main efficiency savings – As outlined above, Oxfam is developing better systems to track efficiency savings. But there are a number of individual initiatives which have delivered important efficiencies for the organisation. For instance, in 2011-12 Oxfam has reduced controllable Head Office costs by 5% and created inter-departmental efficiencies. The HELIOS project has been implemented to improve supply chain management. The most recent tracking indicates that the system has delivered £1.2m of savings in the 13 countries where it has been implemented to date. These savings have been delivered through reduction of inventory wastage and better tracking and reuse of assets, particularly in humanitarian interventions. Oxfam's investment in Helios was allocated from unrestricted funds.

Currency purchases represent another area of significant efficiency gains. Oxfam purchases £150m of foreign currency each year. Because of the very large size of these conversions, even small improvements in exchange rates can bring significant savings. Oxfam now has fully implemented the use of an on-line trading platform (360T). A range of banks and specialist currency brokers bid for every currency purchase and Oxfam can choose the most favourable deal. For an initial investment of £25,000 (from unrestricted), Oxfam is saving £500,000 a year.

Next year will see Oxfam act on the recommendations of an organisational review of efficiency savings undertaken (pro-bono) by the management consultancy McKinseys. The improved interdepartmental efficiencies will be monitored against specific targets, with savings disaggregated for each department as part of normal budget monitoring.

Across the Oxfam International confederation, affiliates are moving towards a Single Management Structure (SMS) at country level. This means that one lead Oxfam will now be in charge of strategy for each country where Oxfam International is present. Across the confederation, Oxfam is monitoring the impact of SMS on cost-efficiency. By 2015, the target is to reduce consolidated country management and administrative costs to an average of 10.5% (from a baseline of 11.7%).

Part B – ii. Relevance

Representativeness and Targeting

Oxfam's overall stated purpose is to 'work with others to overcome poverty and suffering'. Intrinsic to the organisation and the way it works is the belief that those living in poverty are not just the 'target' of humanitarian aid or poverty alleviation measures, but are themselves critical actors in overcoming the root causes of poverty and suffering. Oxfam explicitly selects and works with those directly facing poverty and marginalisation to achieve its overall purpose. However, Oxfam does not have a universal policy on 'who' the organisation targets and 'how' they are targeted. Instead our position is embedded (and contextualised) within each of our five Aim strategies – Right to a Sustainable Livelihood, Right to Essential Services, Right to Life and Security, Right to be Heard, and Right to Equity. For instance, within the organisation's Aim 1 Strategy (livelihoods) it is imperative that Oxfam should work across the spectrum of those living in poverty to both **promote and facilitate people's ability to come out of poverty** but to also **slow down and stop others slipping further into poverty**. Oxfam will not exclude those people who have more resources and capabilities and more resilience to negative shocks and trends, as they also live with poverty and inequality. Instead, Oxfam works to support them to escape poverty permanently as well as to help the very vulnerable at the same time. Oxfam should therefore implement livelihood programmes that improve resilience and increase opportunities for upward mobility across the spectrum of poverty by targeting and working directly with those at the 'bottom end' (the most vulnerable) all the way up to those at the 'top end' (those on the cusp of exiting poverty).

Beyond the approaches articulated in our Aim strategies, Oxfam has also made a number of strategic choices to ensure that the organisation actively seeks to work with and support those suffering the greatest poverty and marginalisation. For instance:

- **Fragile states** – Oxfam is actively concentrating its programmes and resources into 'fragile states', where poverty and marginalisation is at its greatest. Approximately 36 of the 50 countries where we maintain a long term presence can be classified as 'fragile and/or conflict affected'^{xxi}. In 2011/12, these countries accounted for 83% of the organisation's programme expenditure (£200m).
- **Gender** – Oxfam has made a commitment to put women's rights at the heart of its programme, recognising that the greatest proportion of those living in poverty are women and that they are often the most marginalised within communities. This does not mean that Oxfam only works with women – but it does mean that all programmes should be built on a strong gender analysis as well as clearly articulate how women will be involved and empowered in the programme.

The organisational challenge of targeting the generally marginalised people in the most difficult contexts is that any positive impact achieved is more costly, more susceptible to reversal, and likely to be of a lesser degree than if the organisation had targeted 'safer' choices of people or more stable contexts.

To ensure the organisation's programmes are meeting the needs of those we target, all of Oxfam's country strategies, and therefore programmes, are the result of participatory planning with **staff, partners and communities**, and are informed by detailed situational analyses that examine the particular challenges and opportunities facing people living in poverty. Country strategies are expected to outline a clear theory of change, showing what impact-level and outcome-level results Oxfam expect to bring about. Monitoring systems are then applied to all our work at the country level to ensure that the organisation learns from its programmes, remains accountable to the communities and partners it works with, and adapts and changes programmes as appropriate to ensure that it is continuing to respond the needs of the relevant group. The above section on '**Direct Feedback from Beneficiaries**' also outlines in detail the seriousness with which Oxfam takes its accountability to those it works with and how the

organisation continuously strives to implement projects and programmes that meets the needs, aspirations and expectations of them on an ongoing basis.

Part C – Lessons Learned

What lessons are being learned and shared from this PPA?

Oxfam is committed to learning (and sharing learning) at all organisational levels as we believe this will strengthen the development sector as a whole and, ultimately, lead to greater benefits for people living in poverty. As an example of Oxfam's commitment to learning and sharing it is possible to look in detail at one of Oxfam's specific approaches to poverty reduction, namely its work on business and markets development. Similar examples of learning can be provided for other thematic areas of Oxfam's work.

Over a number of years, Oxfam's sustainable livelihoods approach has shifted from an almost exclusive emphasis focusing on production in agriculture towards an approach which sees smallholder farmers as actors in a market system, and seeks to redress the power imbalances within those markets to benefit smallholders. This is now a key approach to livelihoods in 73% of Oxfam's country strategies.^{xxii} This shift in organisational practice has been driven - in terms of innovation, generating tools, producing and sharing learning materials, and leveraging resources to implement – by 'business and markets advisors' financed by unrestricted funds over several years. Three major strands of practice and learning are now in place:

- **The Gendered Enterprise and Markets (GEM) Initiative:** this system's approach to agricultural market development integrates value chain analysis with an analysis and the tools to support climate change adaptation and promote women's economic leadership (see <http://growsellthrive.org/group/gem-initiative>). GEM was born from an earlier 'market mapping' approaches (co-developed with Practical Action), taking on board the lessons that supply chain approaches do not necessarily benefit women nor address climate change adaptation without conscious analysis and intervention design. GEM was officially launched in early 2012 and is being rolled out in 15 country programmes^{xxiii}.

- **The Enterprise Development Programme (EDP):** this programme develops a private equity approach to building sustainable businesses, focusing on agricultural intermediary start-up companies which can provide markets for marginalised smallholder producers (with a strong focus on women). The programme garners finance and expertise from UK-based entrepreneurs and supports a portfolio of 15 businesses in 13 countries^{xxiv} reaching a total of 24,000 farmers, 32% of whom are women.^{xxv} Some of the challenges that have emerged include the difficulty of getting the right people and skills at each level (starting with the enterprise management but also including mentors, partners and Oxfam staff) who are able to work effectively with high risk, 'pre-commercial' proto-business that are beyond the reach of commercial investment and struggle with non-business related barriers, such as literacy. Oxfam is seeking to address some of these challenges through identifying and training external enterprise and markets service providers in regions.

- **Bilateral partnerships with major companies:** for example, Oxfam's current partnership with Unilever (Project Sunrise) will help up to 20,000 smallholder farmers in Azerbaijan earn a decent living from their products and is set to expand to other countries.

Oxfam is actively sharing learning from these strands of work on business and markets within the sector and beyond. For example:

- Oxfam is a member of the Sustainable Food Lab (SFL), a global consortium of more than 80 business, non-profit and public organizations working together to accelerate the shift toward sustainability (see <http://sustainablefood.org/>). Oxfam contributes to learning of the SFL through being on the advisory board, providing key contributions and funding the 'Linking World's' website (a resource for businesses and NGOs who are trying to link smallholders with well-functioning markets – see <http://www.linkingworlds.org/>); participating in and presenting to

SFL annual events; and co-facilitating learning journeys (the last one, in Ethiopia, exposed staff from six multi-national and five Ethiopian companies, plus staff from Oxfam and Catholic Relief Services to supply-chain projects in Ethiopia).

- Through the organisation's relationship with Unilever, both Oxfam and Unilever are together learning about how the company's core business model can be adjusted to incorporate marginalised smallholders. An Oxfam staff member sits on the Unilever Food and non-Food Sustainability Board, which guides and critiques the development of their Sustainable Living Plan which commits Unilever to engage with at least 500,000 smallholder farmers and 75,000 small-scale distributors in their supply network by 2020 (see <http://www.unilever.co.uk/sustainable-living/uslp/>).

- Oxfam regularly shares learning from its programmes in business/NGO sectoral events such as Seas of Change (<http://seasofchange.net/>) international learning workshops and the Dutch Sustainable Trade Initiative (IDH – see <http://www.idhsustainabletrade.com/>).

- Oxfam's learning on business and markets is also publically available via Oxfam's Policy and Practice website, including:

- ❖ 'Making Markets Empower the Poor: Programme perspectives on using markets to empower women and men living in poverty' (375 downloads since November 2011)^{xxvi}
- ❖ 'Think Big Go Small: Adapting business models to incorporate smallholders into supply chains' (288 downloads since May 2010)^{xxvii}

Oxfam uses learning from its business and markets work to influence DFID's approach to the private sector. Examples include: Oxfam's submission to DFID's Bilateral Aid Review; participation on the panel advising DFID's 2009 Private Sector Development Strategy; and participating in and presenting to the Making Markets work for the Poor (M4P – see <http://www.m4phub.org/what-is-m4p/introduction.aspx>) annual events (in 2011 Oxfam presented 'Making Markets empower the Poor').

Part D – Due Diligence and Transparency

Due Diligence

Oxfam received 'no specific actions' in the Due Diligence Assessment by KPMG and were rated as low risk. The organisation continues to strive for best practice and to build on the areas identified where good practice was demonstrated. Areas where the organisation has continued to strengthen itself since the Due Diligence Assessment are: in transparency of information (by publishing project level information to IATI standards); continuing to embed the organisational level monitoring framework; and improving M&E for practice for all programme activities to ensure learning is used to improve programme quality.

Transparency

Transparency about what Oxfam does and how it does it is increasingly important to the organisation. A range of initiatives are under way at different levels of the organisation to increase the organisation's transparency.

At the organisational level, an Accountability Report is produced on an annual basis, as well as a report against the Global Reporting Initiative framework, both of which are available on the Oxfam website. In addition, the organisation's Annual Report and Accounts outline key priorities, activities and spend, but also on efforts to increase transparency and be accountable to key stakeholders. Oxfam has an Open Information Policy and an Evaluation Policy, both of which make clear the organisation's obligation to make all our information available unless there is a justifiable reason not to. For example, all suitable evaluations are available on our Policy and Practice website.

At a programme level, Oxfam adheres to the programme standards of Oxfam International, which include transparency in programme work. Country programmes conduct a self-assessment annually against these programme standards and adjust workplans accordingly. Additionally, Oxfam's Minimum Standards for Accountability spell out clearly to programme and project staff the expectation of transparency in all of the organisation's programmes:

Programmes and projects must make available the following information to partners/communities - who we are, what we do, how we do it, who we work with, relevant project and programme information such as expenditure specific to that community and progress reports, how to give feedback and make a complaint.

These minimum standards are mandatory. Support, tools, guidance and training are widely available and accessible within the organisation. Oxfam measures achievement against these minimum standards in every Accountability Effectiveness Review and when working to support countries in their accountability (or other) work.

Oxfam is one of the first organisations to become IATI compliant, and first published project level information in IATI format in November 2011. As requested, Oxfam's IATI Implementation Schedule has been sent alongside this report.

Accountability

Across all of Oxfam's programmes, core Monitoring, Evaluation, and Learning (MEL), and Accountability processes exist and should be applied without exception. These processes include six monthly programme monitoring reviews for all our programmes and annual Country Learning Reviews. These are supplemented by additional checks and measures, such as Real Time Evaluations for all humanitarian responses – a structured review involving programme staff, to ensure that learning is being applied to the current response and that the programme is adjusting accordingly. These core processes all feed into the organisation's learning on performance and impact.

The Global Performance Framework also forms an essential part of the organisation's monitoring system and a central pillar of the PPA reporting process. The Global Performance Framework is not just about collecting data on performance and impact but about improving the effectiveness Oxfam's interventions. For instance, the current framework includes a requirement for learning from Effectiveness Reviews to be shared completely throughout the management line from Country Director through to senior management groups to Trustees. In addition, to ensure that Effectiveness Reviews have a real impact on improving effectiveness in Oxfam, a management response system is currently being developed and will provide a clear structure and system for country teams to report to the leadership on how they have adapted programmes to respond to the outcomes of relevant Effectiveness Reviews. Beyond the improved systems, it is worth noting the meta-impact of the PPA funding, which has led to a 'step-change' in the management culture around our MEL and Accountability work in Oxfam. For example £300K of unrestricted funding has been invested in capacity for MEL across Oxfam's 7 regional offices, to provide support to countries, to facilitate learning, and to ensure that this is feeding into decision-making at the regional level.

Part E – Additional Information

Oxfam is committed to ensuring that **women's rights are central to the organisation's programme and accountability work**. To this end, the organisation's corporate Accountability Objectives include 'putting women's rights at the heart of everything we do', and having processes that to ensure that women are able to participate in and feedback on our

programmes. In order to make this a reality, clear participation guidelines have been developed that outline how women can be enabled to participate in every stage of the programme cycle – looking at barriers to their participation, and how these can be addressed.

At different levels in the organisation Oxfam has also established more flexible and creative forms of capacity development on women's rights and gender equality: from regional gender leadership programmes, to physical and virtual training on women Economic Empowerment or Gender and DRR for instance, to individual coaching and mentoring relationship.

A specific example of capacity development concerns urban poverty. In the context of gender work, Oxfam has carried out research that shows that poor urban women have much broader livelihood strategies and can be both entrepreneurs and waged workers. Supporting urban working-poor women therefore now requires staff and partners to integrate both enterprise development and labour rights approaches. For work that focuses on women's economic empowerment Oxfam has also developed and employs a comprehensive methodology to design markets based agricultural programmes that are inclusive of women small holders and build their economic leadership. This requires a much more intensive, explicit process using rigorous criteria in design and high expectations of change, to address various barriers to women's economic leadership in households, markets and the policy environment. In humanitarian contexts, Oxfam has developed Minimum Standards on Gender Equality and Women's Rights that are used to design gender-sensitive programmes, to increase their earning power, promote dignity and self-esteem. Oxfam also provides support on identifying how women would like to receive project information, and how best they can feed back any issues or concerns

END NOTES

ⁱ All figures for 2011/12 are subject to auditors' sign-off and approval of the accounts by Oxfam's Trustees

ⁱⁱ Projected figures

ⁱⁱⁱ Projected figures

^{iv} Funding secured to date

^v Funding secured to date

^{vi} These global output figures are provisional – correct as of 29 May 2012.

^{vii} 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.

^{viii} 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

^{ix} However, in exceptional circumstances then: Total number of beneficiaries is at least 5% of the disaster-affected population and selected areas the most-affected or marginalised.

^x Not Applicable (n/a) either reflects that benchmarks were added later (as in the case of Colombia), that the situation did not arise (e.g. no partnerships in Ethiopia), or the benchmark does not reflect the context (Somalia and exit/recovery plan).

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

	Overall	Mali	Niger	Pakistan	Indonesia
<i>PSM Effect Estimate (kernel)</i>					
Intervention Mean:	0.6942	0.5316	0.6235	0.9506	0.6335
Comparison Mean:	0.5514	0.5048	0.6319	0.5878	0.5442
Difference:	0.1428*** (13.37)	0.0268 (0.87)	-0.00845 (-0.15)	0.363*** (10.28)	0.0892 (1.52)
Observations:	2,581	684	519	824	554

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

^{xii} p -value < 0.001

^{xiii} p -value < 0.001

^{xiv} p -value < 0.001

^{xv} Given the inherent difficulties of *directly* measuring income among the informally employed, the World Bank's approach of using consumption and expenditure data as a proxy measure was used.

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

	Overall	Uganda	Zimbabwe	DRC	Haiti	Nicaragua
<i>PSM Effect Estimate (kernel)</i>						
Intervention Mean:	0.5550	0.3576	0.6143	0.5164	0.5963	0.6168
Comparison Mean:	0.5013	0.4691	0.4841	0.4487	0.5203	0.5340
Difference:	0.0537** (2.75)	-0.112* (-2.00)	0.130 (1.81)	0.068 (1.64)	0.076 (1.58)	0.083 (1.24)
Observations:	1,817	401	232	377	461	346

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

^{xvii} **Difference Between Supported and Unsupported Women Derived via PSM (kernel) in Relation to Oxfam’s Global Outcome Indicator for Women’s Empowerment**

	Overall	Philippines	Guatemala	Zambia
<i>PSM Effect Estimate (kernel)</i>				
Intervention Mean:	0.4226	0.3108	0.2766	0.5644
Comparison Mean:	0.3536	0.2079	0.2900	0.4651
Difference:	0.0691** (2.88)	0.103 (1.91)	-0.0134 (-0.25)	0.0994 (1.74)
Observations:	1076	302	365	409

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

^{xviii} p -value < 0.001

^{xix} Horn, East and Central Africa

^{xx} Association of Southeast Asian Nations

^{xxi} Oxfam GB is currently working to achieve its vision in the following fragile/conflict affected states: Afghanistan, Angola, Azerbaijan, Bangladesh, Cambodia, Chad, Colombia, Democratic Republic of Congo, Eritrea, Ethiopia, Georgia, Guatemala, Haiti, Honduras, Indonesia, Kenya, Liberia, Mali, Mozambique, Myanmar, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Occupied Palestinian Territories/Israel (OPT/I), Philippines, Rwanda, Sierra Leone, Sri Lanka, Somalia, South Sudan, Tajikistan, Uganda, Yemen, Zimbabwe.

^{xxii} see 'A Review of Oxfam Joint Country Analysis and Strategy documents', Monica Sanchez de Ocaña, 22 December 2011 – available on request

^{xxiii} Armenia, Azerbaijan, Bangladesh, Colombia, Ethiopia, Guatemala, Nigeria, Malawi, Occupied Palestinian Territories, Philippines, Sri Lanka, Tajikistan, Tanzania, Uganda, Zambia

^{xxiv} Ethiopia, Tanzania, Liberia, Rwanda, Occupied Palestinian Territories, Pakistan, Nepal, Sri Lanka, Indonesia, Philippines, Colombia, Honduras and Haiti

^{xxv} see the EDP annual review: <http://www.oxfam.org.uk/get-involved/philanthropy/enterprise-development-programme>

^{xxvi} see <http://policy-practice.oxfam.org.uk/publications/making-markets-empower-the-poor-programme-perspectives-on-using-markets-to-empower-188950>;

^{xxvii} see <http://policy-practice.oxfam.org.uk/publications/think-big-go-small-adapting-business-models-to-incorporate-smallholders-into-su-114051>