

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

Output 1: 14,000 Impact Measurement Guides and associated tools on humanitarian impact distributed to humanitarian practitioners

Assessment of performance of output and progress against expected results

Measuring impact in rapid onset natural disasters is notoriously complex and while there has been wide acknowledgement of its difficulties (e.g. in the Humanitarian Emergency Response Review report) there is little guidance in the sector as to how to actually measure changes in people's lives. The Impact Measurement Guidelines will provide an innovative way of identifying the changes that is practical for field staff to implement.

Milestone 1: 0 Impact Measurement Guides/toolkits sold and/or uploaded.

The Year 1 milestone is zero as the Guide is not due to be published until the third year of the project. Project activities for the first year are on schedule. The outline methodology has been designed by the project's academic partner, the University of East Anglia, and two field tests have been conducted (in Bihar, India and Chimaltenango, Guatemala^{vi}). An outline of the Guide has been drafted and a strategy has been developed to promote the Guide, both before and after its publication. A potential publisher has been identified (Practical Action) and an action plan has been agreed for its development and publication.

Recommendations

No adjustment to the output, future milestones and overall target is required following this review.

A third field test is scheduled to take place in Batticaloa, Sri Lanka in May/June 2012, which will be more extensive than the first two field tests. Oxfam will conduct a scoping study to better identify villages for testing, while the field test itself will be a longer three-week process with more time given over to data analysis. Once the field test and analysis are complete, the Guide will be re-drafted to incorporate the lessons learned from practical implementation of the methodology, drawing on evidence from all three field tests.

Impact Weighting %

Impact weighting 100% for the Outcome 1 Target.

Output 1 continues to make a 100% contribution towards the achievement of the Outcome 1 Target. The review has not identified the need for revision.

Risk: Low

Current risk rating is low. The review has not identified the need for revision^{vii}

List any documentary supporting information

1. ECB Impact Measurement Good Enough Guide – Promotion Strategy (available on request)
2. The Emergency Capacity Building (ECB) Impact Measurement Steering Committee meeting minutes, March 2012 (available on request)

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

A

Output 2: Comparative studies conducted in three countries using Oxfam/Africa Climate Change Resilience Alliance (ACCRA)^{viii} Adaptive Capacity Framework.

Assessment of performance of output and progress against expected results

The output was designed to indicate ACCRA's research based approach to achieving social change. The research component in phase two of the programme is focussed on adaptive capacity becoming more operational in a smaller number of government development planning processes: the programme is therefore working in three research sites as compared to eleven in phase one.

Milestone 1 - Scope and methodology defined in each country.

The Year 1 milestone of scope and methodology defined in each country has been fully achieved:

- The research methodology, site selection, and identification of in-country research partners are complete.
- The steering group and the research lead, the Overseas Development Institute, jointly reviewed the research component of the programme.
- A work plan for the research (which also includes national government capacity development components) has been drafted, and will be finalised once government officials have fed back on what will help them to improve their own policies and practice.
- A government officials' capacity development scoping exercise has been carried out, the recommendations of which will be taken forward into the design of the full capacity development component of phase two. The research team will also take into account the recommendations and seek to optimise the links between the two components.

Recommendations

No adjustment to the output, future milestones and overall target is required following this review.

In June 2012, Oxfam will commence the first stage of the research. An analysis of all planned components of phase two will take place in July 2012, to ensure complementarity between the research, capacity building and advocacy strands of the ACCRA programme.

Impact Weighting %

Impact weighting 100% for the Outcome 2 Target.

Output 2 continues to make a 100% contribution towards the achievement of the Outcome 2 Target. The review has not identified the need for revision.

Risk: Low

Current risk rating is low. The review has not identified the need for revision^{ix}.

List any documentary supporting information

- 1) Terms of Reference for ACCRA research under phase two (all available on request)
- 2) ACCRA Capacity Building Scoping Study (prepared by the consultants Indigo Development and Change)
- 3) Research Work plan
- 4) Owl RE independent evaluation report and you tube film on phase one <http://www.youtube.com/watch?v=WJteTOYB2eI>

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

A

Output 3: 200 + officials/ parliamentarians in target countries are engaged by Oxfam & partners to garner support for the Arms Trade Treaty

Assessment of performance of output and progress against expected results

CSH PPA funding has enabled Oxfam to continue to deepen its engagement with a wide number of officials and parliamentarians in the crucial negotiation phase of the Arms Trade Treaty. Ensuring that Arms Trade Treaty supporter states are well briefed and prepared to participate effectively in the Diplomatic Conference for the Arms Trade Treaty in July 2012 requires extensive organising and resourcing. To achieve this, Oxfam is coordinating advocacy activities in key capitals around the world^x working directly with governments, and indirectly through support from Parliamentarians who can then bring pressure on their governments to increase support for a robust Arms Trade Treaty.

Milestone 1: 50 officials/ parliamentarians engaged

The Diplomatic Conference for the Arms Trade Treaty is at a critical juncture, and Oxfam has been stepping up its activities, exceeding the milestone of 50 and engaging 59 parliamentarians and officials in Year 1. Of particular note was Oxfam's participation at the Parliamentarians for Global Action (PGA) Annual Forum in October 2011 (held in Sri Lanka) which generated the first 41 supporters for the Parliamentarian Declaration which outlines a manifesto for their support during negotiations and the implementation phases. Over the past year, 4 Development Round-Tables, one each in Geneva and Addis Ababa and two in New York, brought together representatives from 29 countries and 6 UN Agencies. These half-day discussions explored relevant issues and included discussion of options for treaty language on development. In all, 32 representatives from 29 governments participated in Oxfam's round-table series in 2011-2012.^{xi}

Recommendations

No adjustment to the output, future milestones and overall target is required following this review. Over the next 12 months, Oxfam will focus on:

- Increasing the awareness of the Arms Trade Treaty amongst parliamentarians through Oxfam Briefings in key capitals, by working closely with the Parliamentarian's for Global Action in four capitals, and identifying opportunities to engage the Commonwealth;
- Working with government officials to identify gaps and strengthen capacity in the lead-up to the crucial July 2012 Diplomatic Conference, at which the Treaty is due to be agreed. Oxfam will prepare technical and subject/ sector-specific briefings on key issues, linking delegations with the Arms Trade Treaty-Legal service (see risks and innovation section), and working with the delegations to develop key policies. Oxfam will also prepare contingency plans with key supportive states in case the Diplomatic Conference does not yield a treaty. Options for introducing a resolution in the October 2012 UN Summit are also being discussed;
- Developing work on national implementation of the Treaty, security and justice sector reform and international cooperation and assistance mechanisms.

This will involve meetings at UN events in Geneva and New York and also regional level capacity building in African, Caribbean, and Pacific, and South Asian countries.

Impact Weighting %

Impact weighting 100% for the Outcome 3 Target.

Output 3 continues to make a 100% contribution towards the achievement of the Outcome 3 Target. The review has not identified the need for revision.

Risk: Low/Medium/High

Current risk rating is medium. The review has not identified the need for revision^{xii}.

List any documentary supporting information

1. The website armstreaty.org (<http://armstreaty.org/>)
2. Arms Trade Treaty and Development Round Table Final Report (New York July 2011) (available on request)
3. Arms Trade Treaty Policy Paper: <http://tinyurl.com/d4f9zml>

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

A+

Output 4: 30 Civil Society Organisations (CSOs)^{xiii} in fragile states supported to gain increased skills and capacity

Assessment of performance of output and progress against expected results

The *Within and Without the State* project is working to strengthen civil society and encourage more accountable governance in conflict and fragile contexts. It is enabling Oxfam to pilot innovative programming in conflict affected and fragile states, and capture and share learning about what makes it effective. *Within and Without the State* works in three focus countries: South Sudan, Occupied Palestinian Territories and Israel, and Afghanistan. DFID funding is allowing these countries to develop new and intensive programming which will strengthen civil society and governance structures, promote dialogue between citizens and power-holders, and ultimately support more poor men and women to claim their rights.

Milestone 1: Ten CSOs in fragile states supported to gain increased skills and capacity

CSH PPA funding is enabling Oxfam to strengthen the will, capacity and legitimacy of civil society groups in three fragile states (Afghanistan, Occupied Palestinian Territories and Israel (OPTI) and South Sudan). Oxfam is providing CSOs with finance and skills/knowledge development on technical and organisational issues; strengthening information and organisational networks; building alliances; facilitating linkages between local, district/regional and national processes; and fostering innovation and cross-organisational reflection and learning. A toolkit has been developed for assessing the general and technical capacity of the CSOs being targeted^{xiv}.

More than 60 CSOs have received training or participated in learning processes against the Year 1 milestone of 10. This output has exceeded expectation, primarily due to the extended reach achieved by working through networks and alliances^{xv}.

- In Afghanistan, 25 CSOs, attending as active members of the Afghanistan CSO Network for Peace (ACSONP) and not individual organisations, have participated in learning activities facilitated by Oxfam^{xvi}.
- In OPTI, training and learning processes have reached 30 CSOs across Gaza^{xvii}, the West Bank^{xviii} and Israel^{xix}. In Gaza and the West Bank, flexible CSH PPA funds co-financed two grants from the European Union worth more than £1 million in total, increasing the reach of the work and increasing the return on investment for DFID.

In South Sudan, 12 CSOs have been brought together in round table meetings to promote a more systematic approach to inter-agency coordination and ensure an amplified voice^{xx}.

Recommendations

Following this review, it is recommended that the Year 2 milestone and the overall output target be revised upwards from 30 CSOs to be supported to 60.

In the next reporting period, Oxfam will continue to engage CSOs in training and learning processes. In Afghanistan, initiatives include training of ACSONP members on advocacy and policy development, project cycle management and fundraising; especially for the Chair of ACSONP and the six serving steering committee members. In June, all active members of ACSONP will participate in a four-day national peace conference in Kabul.

In Gaza, 15 CSOs will be trained in good governance and accountability, human rights and citizenship. Oxfam will work with the Palestinian Network of NGOs to support its capacity in networking and representation of CSOs. In the West Bank, training will be delivered to 17 CSOs on financial management, human resources and related organisational capacity issues. In Israel, an action research process will draw together multiple CSOs, including Palestinian and Israeli organisations, to participate in joint reflection on how change happens in OPTI through the medium of civil society.

In South Sudan, Oxfam will select five CSOs^{xxi} for in-depth capacity building support. General and technical capacities will be assessed and built through a series of trainings, learning tours in other countries and networking activities with wider civil society. Oxfam has initiated dialogue with Voluntary Service Overseas (VSO) to explore the placement of skilled volunteers from the UK with these CSOs based on their specific learning needs.

Impact Weighting %

Impact weighting 100% for the Outcome 4 Target.

Output 4 continues to make a 100% contribution towards the achievement of the Outcome 4 Target. The review has not identified the need for revision.

Risk: Medium

Current risk rating is medium. The review has not identified the need for revision^{xxii}, though Oxfam recognises that as the security situation in the selected project locations is of a volatile nature, there may be a need to reassess project inputs should it deteriorate.

List any documentary supporting information

1. Scoping studies and project selection criteria e.g. *South Sudan WWS Scoping Study September 11, Selection Criteria for CSOs and CBOs in South Sudan.* (all available on request)
2. Minutes of civil society workshops, seminars and meetings e.g. *Minutes ACSONP Capacity Assessment and Power Analysis Workshop Afghanistan January 12, Minutes CSO Round Table South Sudan January 12, Minutes Partner Meeting Gaza Jan 12.* (all available on request)
3. Capacity assessments of CSOs e.g. *ACSONP Capacity Assessments and Summaries, West Bank CBOs Organisational Assessment Summary*(all available on request)
4. Terms of reference (ToR) for consultants/trainers/facilitators e.g. *Liz Hughes ToR for WWS Global Consultancy Assignment December 11, OPTI ToR for Action Research Facilitator March 12, Amanda Buttinger and Jo Rowlands ToR for OPTI Visit Dec11.* (all available on request)
5. News updates and pictures e.g. *Afghanistan Photo Journal, Facebook updates by Community Mobilisers, partners and Oxfam in the West Bank:* <http://tinyurl.com/d2rph3f>

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

Substantive and measurable improvements to humanitarian and security policy in 4 key thematic areas (arms treaty, resilience to climate shocks, humanitarian assessment, civil society in fragile states)

Humanitarian assessment

Outcome 1 Milestone 1: 0 countries where the Impact Measurement Guidelines and/or associated tools have been used demonstrably to measure impact of humanitarian interventions

The Year 1 milestone remains 0, as publication is due in September 2013. However, the project has drawn up a list of potential countries where the Impact Measurement Guidelines will be initially rolled out. These include:

- The three countries where field tests have already taken place (India, Guatemala and Sri Lanka).
- The eight countries where the Emergency Capacity Building Project (ECB) has existing in-country consortia.^{xxiii} Oxfam is leading on the development of the Guide

in partnership with the five other ECB consortium members, which in turn provides the architecture to further disseminate the guidelines to humanitarian specialists.

- Each of the six ECB agencies (Oxfam, Care International, Catholic Relief Services, Mercy Corps, Save the Children and World Vision International) has its own list of high-risk countries – where there are recurring or potential emergencies. Each agency is developing a communications strategy which will include these.
- Further countries will be reached via other stakeholders, such as UNICEF and the development departments of academic institutions.

Increasing climate resilience

Outcome 2 Milestone 1: The rating looks at the extent to which government institutions, budgets, policies and programmes (including plans) have been modified due to the contribution of the ACCRA programme (e.g. closer working between institutions responsible for DRR, social protection and climate change, additional resources to participatory risk analysis etc). The milestone 1 rating is 3 (moderate with some evidence of change) out of 5 (significant and widespread change).

The outcome baseline was set following an independent evaluation carried out in October 2011, at the end of phase one of ACCRA. It was not planned to progress beyond this baseline in year one (November 2011 to April 2012, as agreed with DFID). However there are positive developments on which to report, particularly in Uganda, where:

- ACCRA's work in Bundibugyo has had a direct impact on the Meteorology Department. The Department has surveyed the region with the World Meteorology Organisation and is installing weather stations in the whole Rwenzori region.
- In December 2011 the Ugandan Ministry of Agriculture developed a strategy for mainstreaming climate change and used ACCRA evidence as part of the baseline.
- ACCRA's research findings have been drawn on by government consultants spearheading the development of the national climate change policy which started in February 2012. ACCRA is a member of a CSO taskforce set up to contribute the delivery of the national policy.

Outcome 2 Milestone 1: 0 case studies per target country, providing examples of successful strategies to building leadership on resilience to climate change and of how ACCRA's model of change has brought about change in national government and consortium agency responses to building the adaptive capacity of vulnerable communities to climate change

As planned, the programme has not progressed beyond the baseline in year one. Country case studies will be produced towards the end of the funding period. However, as outlined above and in the Changing Lives case study, the programme is already seeing preliminary results. Oxfam fully expects to reach the target for phase two. Detailed in country advocacy strategies and capacity building work are currently being designed, informed by previously conducted research and scoping exercises.

Arms Trade Treaty

Outcome 3 Milestone 1: 10 states refer to Oxfam and/or our partner's research and/or technical assistance in their official reports to the UN First Committee and/or Review Conference for the Arms Trade Treaty

At least 12 states have directly referred to Oxfam/Oxfam partners' research and technical assistance in their official statements at the Treaty Preparatory Committees in 2011-2012. Advocacy and lobbying on key issues have resulted in the following:

- In 2011-2012, 12 countries expressed support for a treaty with Development Criteria; 25 with humanitarian law and human rights law criteria; and 15 to include strong anti-corruption mechanisms. At least 15 states voiced strong support for Civil Society participation at the Diplomatic Conference, and explicitly recognised the contributions made by CSOs in the development of the Treaty at the February 2012 Preparatory Committee (please see attached excerpts from country statements made to the Arms Trade Treaty Preparatory Committee in Feb 2012 for evidence).
- Oxfam has provided evidence to HMG's Committee on Arms Exports Control, and served as technical advisers in discussions within HMG's Virtual Team on the Arms Trade Treaty.
- Oxfam has provided technical and policy guidance on criteria issues such as development, corruption, armed violence, and human rights; on scope issues such as small arms control and ammunition transfers; and on implementation issues such as civil society participation and accountability to a range of governments, including Kenya, Norway, Mexico, Nigeria and New Zealand. Oxfam has served on the delegation of Australia, and is advising the governments of France, Canada, Germany, Netherlands and Spain.

The Control Arms Campaign, which Oxfam co-created and remains a driving presence, was recently nominated for a Nobel Peace Prize in recognition of the quality and impact of its work (see <http://www.controlarms.org/news.php?id=3211>).

Civil Society in fragile states

Outcome 4 Milestone 1: 0 civil society organisations in conflict-affected states that have an increased mean capacity score

As anticipated in the logframe, the project has yet to demonstrate positive change in the capacity of target CSOs. Oxfam has, however, introduced training and learning processes with CSOs that are helping to amplify their capacity on a variety of levels. Already a number of important results are emerging:

- In Afghanistan, ACSNP members have demonstrated improved skills in strategic planning following a series of Oxfam-hosted workshops. The network MoU and Strategic Framework are now functioning with clear organisational objectives, and have democratically elected Chair and committee members
- In the West Bank, trained youth mobilisers organised public meetings thereby providing opportunities for community members (including village council representatives, community committees, youths and women) to discuss their needs. Women are now participating more fully in these meetings and have increased confidence in demanding their rights to access services that address their needs and priorities. Target CSOs in the West Bank applied new networking and outreach skills to increase their influence over local government representatives for more effective allocation of services and resources into communities, especially for women. Meetings have been held with the Jericho Governorate on disproportionate payment of tax and poor provision of services.

- In South Sudan, CSOs are developing a better understanding on diversity, including the participation of women in leadership, through meetings and round table discussion, such as one held in Juba in April 2012, attended by faith groups and local NGOs.

Outcome 4 Milestone : 0 case studies per focus country, providing qualitative evidence on how Oxfam teams have improved skills and capacity to design and implement effective and high quality programmes in fragile settings

Country case studies will be produced towards the end of the funding period when Oxfam teams have more fully developed the specific skills and expertise critical to working effectively in fragile and conflict-affected settings. This project will improve the understanding and awareness of other NGO staff and donors on how pro-poor change can be achieved via civil society. A global study, 'Within and Without the State: Strengthening civil society in conflict-affected and fragile settings', has already been published in the Oxfam Research Reports series (<http://tinyurl.com/d5u94pw>) and was accessed by more than 500 practitioners and policy-makers in the first month. Oxfam has also published a Learning Companion for Programming in Fragile and Conflict-Affected Countries. Joint ventures and collaborations are being pursued at global and country levels with academia, donors, think tanks and NGOs (e.g. University of Bradford, SIDA, World Bank, ODI and VSO). This is directly relevant for the Improving Leadership theme of the Humanitarian and Emergency Response Review (HERR) as the project will be improving NGO and donor skills, leadership and professionalism in programming in fragile states.

Key Challenges

Humanitarian assessment

Sites for field testing were selected on the basis that a) there had been recent, rapid-onset natural disasters, to which b) more than one agency had responded and where c) there was a credible local academic partner that was able to assist in the fieldwork. Experience from the first field test (in Bihar India) highlighted both the difficulties and the importance in selecting field sites that meet all these criteria. Consequently, a preliminary scoping study will be carried out in Sri Lanka to ensure that all the criteria are fully met.

Increasing climate resilience

In phase one, the quality of data collection, analysis and draft research outputs did not always meet agreed quality standards and were too dependent on the competence of locally recruited research teams. ODI is now taking a more direct 'hands-on' approach to the research in phase two, with better and more regular coordination and communication.

Arms Trade Treaty

Assuming the treaty is agreed, a key challenge next year will be to identify the right authorities in partner countries with which to engage during the implementation phase. Oxfam will continue to strengthen its partnership with institutions like Parliamentarians for Global Action and the OECD-DAC International Network on Conflict and Fragility.

It is difficult to attribute change to policy influencing, for example when policy makers are reluctant to publicly attribute success to informal conversations. In July 2012 Oxfam will pilot a system that is designed to capture such qualitative data so that it can then better assess the impact of its advocacy and so better focus further advocacy programmes.

Civil Society in fragile states

Oxfam's 'Within and Without the State' project works in fluid and complex operating contexts, where it is hard to predict how change will happen or which strategies to adopt.

Challenges include: in accessible project locations, ethnic tensions leading to distrust and hostility between communities, violence, insecurity, politically motivated restrictions on movement and speech, and a high level of staff turnover.

To address these challenges Oxfam has adopted the following management strategies:

- High quality power/context/stakeholder analysis at the outset and rigorous and ongoing risk analysis before embarking on – and during – activities.
- Frequent monitoring and evaluation to ensure projects remain well focused, even given a shifting and unpredictable context.
- Engagement with leading experts, such as with Professor Jenny Pearce from the University of Bradford on violence and insecurity, and mitigation measures.
- Budgetary and technical support for additional required resources.

Risks and Assumptions

Humanitarian assessment

Oxfam relies on local research partners to collect data in locations where the Impact Measurement Guidelines are being tested. There is the risk that the quality of the data will be below standard unless the process is tightly controlled. The risk has been mitigated in the subsequent field tests by providing more detailed specifications and guidelines on data collection for local partners and in-depth training before data collection commences.

There is a risk that field-testing will not produce the right material for the Guide, mitigated by testing the methodology in three country sites and making consequential adjustments.

The third risk is that there will not be sufficient uptake and interest in the Guide. This will be mitigated by proactive promotion at humanitarian events (such as the upcoming Disaster Interventions conference in Durham), and each of the four members of the ECB steering committee having separate, though complementary communications plans. The HERR identified the need for innovation around measuring impact on affected populations, which will be of particular interest to UK-based NGOs.

Increasing climate resilience

ACCRA's 'entry point' to influencing government policy is in providing advice and training to government officials. There is a risk that if the programme is perceived to fail in responding to demand from government officials for more practical inputs, the willingness of those officials to support policy and practice change might dwindle. This will be addressed by providing relevant information, advice and guidance on the programme.

Conversely, there is a risk that the programme might become too research focused, which was raised in the independent evaluation of ACCRA phase one, which recommended; "...a focus on influencing and capacity building activities balanced with a smaller research component, as required". To mitigate this risk, Oxfam has recruited more specialist advocacy skills into the programme accompanied by a planning workshop for 2012.

Another risk is the ability of the programme to remain accountable (and relevant) to vulnerable communities. The consortium members have direct access to communities, and ACCRA will work with members to channel community input directly into government policy and practice.

Arms Trade Treaty

As the Preparatory Committee meeting stipulates that the final treaty text will be adopted “by consensus” (Resolution 64/48 UN General Assembly Meeting in 2009) the main risk is that sceptics will attempt to block process and substance, which would likely result in either (a) a weak Treaty being negotiated, or (b) the process spilling over into October’s session of the UN General Assembly. This will result in a revision of inputs by Oxfam to help push for a stronger Arms Trade Treaty. Other risks are:

- NGO access remains restricted to attendance at main committees and plenary but not to drafting committees or sub-groups, mitigated by continuously encouraging member states to keep the meetings open and lobbying progressive member states to take on CSO partners onto national delegations.
- The long-term sustainability of the Control Arms secretariat remains in a state of flux, without any concrete long-term solutions identified. Most of the mitigating options are predicated on the outcome of the negotiations as they will decide the extent of implementation. Options such as an in depth monitoring system akin to the Landmines Monitor for the Arms Trade Treaty are being considered.
- The Arms Trade Treaty could place enormous strain on countries already struggling to be ‘Treaty compliant’ – without adequate assistance and cooperation mechanisms to offset the newly established responsibilities.
- Parliamentarians and officials may exclude/limit civil society engagement in the implementation phase of the Arms Trade Treaty process. Oxfam will aim to mitigate this by lobbying for places on delegations as observers or advisors (over 1100 parliamentarians have already signed the "Parliamentarian Declaration" that the Control Arms secretariat has been promoting, so support is there). Oxfam plans to host four regional "Drafting of Model Legislation" workshops in Year 3 of the CSH PPA which will further promote the positive role of civil society in engaging on Arms Trade Treaty programmes.

Civil Society in fragile states

Escalating violence and insecurity pose a risk to the successful delivery of results in all project locations. Oxfam is paying significant attention to embedding risk management in programming through high standards of analysis of risk to the security of Oxfam staff, to CSO partners and to communities, including local power analyses and withdrawal plans.

Fragile states are frequently characterised by crackdowns on civil society and the silencing of critical voices. CSOs operate at the discretion of governments, and in many cases human rights dialogue is off the agenda. Thorough stakeholder analysis and consultation with government and civil society help mitigate the impact of these restrictions.

Regime transition and political uncertainty (Afghanistan), non-mandated governments (OPT) and escalating conflict (all, but especially in South Sudan) are significant risks to delivery of results. Oxfam is preparing for various scenarios that might eventually come from the possible political settlements so as to remain flexible and adaptable in programming.

Consider any climate or environment risks. Provide an up-date on progress made against issues raised during the environmental screening process (if any).

Oxfam differentiates between operational and programmatic environmental impact – though both are taken as seriously as each other. The former is about how Oxfam manages itself as an organisation, and its direct impact on its immediate and environment (how often flights taken, what kind of vehicles used) and the latter about how programmes influence the environment and climate change (is growing one crop more carbon intensive than another)

From an operational perspective Oxfam has extended its work on environmental sustainability to ensure that our 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 for organisational 'sign-off' in June 2012). Key areas of update will include carbon, waste and meeting legislative requirements.
- The completion of two case studies measuring carbon emissions in the HECA (Horn East and Central Africa) 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 subsequent reduction strategies.

Programmatic components include:

- The inclusion of environmental sustainability into the organisation's livelihoods programme approaches. Oxfam's Enterprise Development Programme (EDP) assessment tools now ensure that environmental impact data is collected and analysed for each of the 15 projects. Oxfam's Gendered Enterprise and Markets initiative also promotes the analysis of natural resource constraints and climate change.
- Natural Resource Management (NRM) approaches/tools are being developed by the organisation to support staff to incorporate 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](#).
- Oxfam engages with other stakeholders and programmes in the development sector. Oxfam has participated significantly in the development of SPHERE and has been most actively involved in the development of the WASH cluster guidelines, where we are a sector leader, ensuring incorporation of critical environmental issues. While Oxfam recognises DFID concerns that SPHERE adopts a minimum harm approach it is believed the WASH cluster guidelines go beyond this approach.

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 as environmental considerations.
- Oxfam has a strict ethical checking process which, amongst other issues, examines the environmental policy and impact of any potential partner's core business practice.

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

Humanitarian assessment

The flexibility of the CSH PPA funding allows for experimentation that would simply not be possible if funding were tied to lower level outputs. Oxfam initially planned to field test two distinct methodologies for humanitarian impact measurement, one more 'traditional' than the other. However, after testing in Bihar, it was decided to concentrate on the more innovative of the two approaches (a retrospective study, using the livelihoods framework to look at impact in a more holistic way). Flexibility in funding has also allowed Oxfam to be more experimental with the way it field tests the Guide (as reported above).

Increasing climate resilience

Flexibility in the CSH PPA funding is key to the agility and effectiveness of the ACCRA programme. With Oxfam not being pinned down to specific activities, the programme is free to take experimental approaches and calculated risks. This is particularly evident in our approach to the research methodology, and the team has been able to develop partnerships with organisations working at the cutting edge of climate resilience/adaptation thinking, such as the Abaci Partnership (specialists in complexity theory and its implementation and authors of '*Complexity Demystified - a Guide for Practitioners*').

These in depth discussions have produced key questions that will help shape future programming, such as "How can planning be more 'forward looking' and take into account change and uncertainty?" which will lead to better understanding and use of information and knowledge, and "How can planning at local level inform higher level planning and allocation of resources and take more account of institutions and power, and build agency?" which will help develop participatory processes and foster adaptive capacity.

Arms Trade Treaty

Innovation is also evident in Oxfam's work on the Arms Trade Treaty. Oxfam has developed ArmsTreaty.org, a pioneering online resource that maps the position of states throughout the deliberation phase of the treaty. The website has quickly become a one-stop-shop for diplomats and NGOs on country positions for the Arms Trade Treaty. The CSH PPA funding has enabled the initial creative development and ongoing content management of this website.

ATT-Legal is a global network of high-profile lawyers who have given their time pro-bono to provide legal advice to delegations and civil society over the final Treaty Preparatory Committee and the upcoming Diplomatic Conference. Though ATT-Legal is currently being funded from sources outside the CSH PPA, the initial investment of staff time to create this process was facilitated by the CSH PPA funding.

Civil Society in fragile states

'Within and Without the State' is a prime example of experimental, learning-driven programming that Oxfam simply would not have the ability to support without the flexibility of the CSH PPA funding from DFID. The project is driving innovative learning in a number of areas, such as bringing together the best of humanitarian and long-term approaches into a 'transitional programming' approach, moving from service delivery into accountability and governance, and building on detailed power/political economy analysis. Examples of well-managed risk taking and innovation include: bringing together Israeli and Palestinian CSOs in an exploratory Action Research process, strengthening networks that can act as 'coalitions for change' (e.g. ACSONP, PNGO), embarking on activities/ experimental activities involving higher levels of risk such as promoting freedom of thought, association and movement in Gaza, and providing seed funding to CSOs in the West Bank so that communities can identify and implement their own community development projects..

Are the assumptions identified in the logframe working out in practice? Any modifications required?

Humanitarian assessment

The assumptions are still pertinent and no modifications are required. The assumption that rapid onset humanitarian emergencies present good opportunities for testing tools still holds. Modification of the methodology created more opportunities and three sites were identified for testing. The assumption that there is a high level of demand for the Impact Measurement Guidelines from humanitarian practitioners still holds. Research shows there is no equivalent guidance available, while consultations with bodies such as InterAction, DFID (via an event hosted by the Enhancing Learning and Research for Humanitarian Assistance network) has shown a high level of interest in the Guide.

Increasing climate resilience

The assumptions are still pertinent in this phase of ACCRA's work and no modifications are required. With regards to the assumption "environmental factors do not affect data collection", it is worth noting that Mozambique has been vulnerable to a number of natural hazards especially between October and March. However the natural hazards should not affect data collection significantly in phase two, as the programme has taken the precaution of not collecting data during this specific period.

Arms Trade Treaty

The assumptions are still pertinent and no modifications are required. The assumptions that "key agents for change remain receptive and accessible", and that "sufficient political space exists at national/ international level and that coalition partners remain committed to the process" are still applicable in this phase of the Arms Trade Treaty work. Furthermore, Oxfam continues to rely on access to the meetings in order to be able to influence the proceedings. There is also a reliance on progressive governments (a) arguing for operational space for civil society, and (b) driving positive substantive ideas through the debate. Oxfam's work in capitals therefore remains of critical importance, as does the fostering of relationships with the appropriate officials.

Civil Society in fragile states

The assumptions are still pertinent and no modifications are required. The assumptions that political and security conditions remain conducive to Oxfam's work, and that a sufficient number of appropriate civil society partnerships can be identified and sustained remain relevant assumptions, as demonstrated earlier in the report.

Evidence

Humanitarian assessment

The project design and rationale are still relevant and have been reviewed and approved by the multi-agency steering committee. The project design is still in line with the recommendations made in the HERR around improving leadership and accountability to beneficiaries. By measuring changes in people's lives, managers can adjust programmes and improve the quality of responses to rapid onset natural disasters. The methodology being designed takes into account community coping mechanisms thereby improving participation of the affected population and making responses more needs-based.

Increasing climate resilience

There is no new evidence that challenges the programme design and rationale. Findings from the independent evaluation of phase one confirmed that Climate Change Adaptation was seen as a clear priority for governments, consortium members and other NGOs. ACCRA is considered strategically important to consortium agencies as they increasingly adopt an integrated approach to climate change. The evaluation also noted that the focus on local and national government capacity building, the strengthening of consortium agency initiatives, the influencing of donors and civil society as well as opportunities for learning, across the three countries, were elements of the objectives found to be particularly valid for phase two.

The special report (March 2012) from the Inter-Governmental Panel on Climate Change (IPCC) focusing on managing the risks of extreme events and disasters to advance climate change adaptation states lends credence to the programme rationale;

“Measures that provide benefits under current climate and a range of future climate change scenarios, called low-regrets measures, are available starting points for addressing projected trends in exposure, vulnerability, and climate extremes...” and that *“Many of these low-regrets strategies produce co-benefits, help address other development goals, such as improvements in livelihoods, human well-being and biodiversity conservation, and help minimize the scope for maladaptation”^{xxiv}*. This supports the ACCRA rationale of embedding Climate Change Adaptation in existing programmes which focus on; water, livelihood, sanitation, health and education and reaffirms it plans for the upcoming reporting period.

Arms Trade Treaty

There is no new evidence that challenges the current programme design and rationale. The main change to the project design will be made after the treaty has been agreed or has not) see risks. Once the treaty has taken its final shape, Oxfam will have a better idea of what the focus of the implementation period will be i.e. what will be the appropriate mix of technical assistance and advocacy messaging. For example, if the treaty is weak on defining criteria for risk assessments, then the implementation phase will focus on (a) developing guidance for the criteria that *have* been outlined, and (b) identifying an advocacy and campaigning strategy to strengthen the criteria at the first Review Conference on the Arms Trade Treaty.

Civil Society in fragile states

There is no new evidence which challenges the current programme design and rationale. A global research report on strengthening civil society in conflict-affected and fragile settings (written by an independent expert and published by Oxfam in February 2012) provides a summary of thinking that supports the programme, including:

- Linking development to a deeper analysis of political economy, security, safety and violence as central issues to consider in programme design;
- Focusing on locally based, small-scale, action-orientated outcomes, but doing this at the pace and direction of participants;
- Promoting dialogue, conversation, and debate between civil society and the state that can help to build trust, transparency and openness;
- Building a coalition of ‘unexpected’ participants^{xxv} to further this dialogue, and recognising the importance of including marginalised groups and sections of society;
- Developing an approach that is emergent, recognising the challenges and unpredictability of conflict-affected contexts and relying less on mapped outcomes towards change and more on building the processes within which change might occur;

- Building reflection as a core process within programme implementation and providing opportunities to bring together agencies interested in building a learning forum around lessons emerging from this work.

Strategy for Achieving Results and Sustainability

Humanitarian assessment

As a multi-agency project, the steering committee is made up of four Monitoring and Evaluation experts from four participating agencies and the ECB Project Communications Manager. These individuals give their time to the project free of charge (valued at circa £1,400) and have committed to having a communications strategy within their own agencies to publicise the assessment.

Increasing climate resilience

CSH PPA funding is supporting the core activities of the ACCRA project, which has enabled it to develop key strategic partnerships with bodies such as The Climate Development Knowledge Network (CDKN). CDKN has funded areas of ACCRA's work adding value both to ACCRA and to CDKN. The DFID funding enabled Oxfam to leverage additional funding from CDKN to build upon the programmes' successes in phase two (£33,743). At the 6th Conference on Community Based Adaptation in Vietnam CDKN funded an ACCRA presence. At the event three government officials, one from each of the three countries, promoted the ACCRA approach and shared ideas on good advocacy/influencing practice from the programme. The Chief Executive of CDKN commented; *"I had some good interactions with the Permanent Secretary from Uganda. I really liked the reference to the Bundibudgiyo District work which had leveraged additional finance. I see this as a real success story that needs to be told..."*

At the Community based Adaptation Conference Oxfam disseminated the ACCRA research findings and publications to all 300 participants on USBs or on hard copies. The programme received feedback from delegates that this will be of use - to note CDKN/Price Waterhouse Coopers, the International Institute for Environment and Development and the United Nations Framework on the Convention on Climate Change (UNFCCC) commented that the Local Adaptive Capacity framework and Uganda case study were of particular use and interest. Further relationships have been developed with, inter alia, the UNFCCC, Adaptive Learning Programme, the East African Network for Climate Change Adaptation and Disaster Risk Reduction, the Bangladesh Centre for Advanced Studies.

Arms Trade Treaty

CSH PPA funding has enabled the project to leverage additional resources from the Norwegian Government (approximately £350,000) and the UK Government Foreign Commonwealth Office (£150,000 shared between Saferworld and Oxfam). This has allowed the project to do two specific things:

- Develop ATT-Legal: The CSH PPA enabled Oxfam to hire a Coordinator and a Database Manager, both of whom have since generated additional funds to grow the network substantially. The network now consists of 62 lawyers many of whom will be physically present in New York at the headquarters of ATT-Legal during the July Diplomatic Conference.
- CSH PPA funds enabled Oxfam to sponsor six participants, from South Africa, Kenya, Nigeria, Argentina, Mexico and PNG, to attend the February 2012 Treaty Preparatory Committee, and will help Oxfam to identify a critical core of NGO

representatives from which to sponsor a further six participants to the Diplomatic Conference in July 2012.

The Arms Trade Treaty Logic Model identifies the calendar moments when objectives are either sharply in focus, or engaging with a major external milestone, and therefore when CSH PPA funding will be mobilised. This includes the UN mandated meetings of the Preparatory Committee and the Diplomatic Conference, and key events in the calendars of regional security organisations such as the EU, ECOWAS and the AU, thereby ensuring greatest return on investment and the optimum visibility for DFID's funding.

Civil Society in fragile states

In Afghanistan, Oxfam has been able to lever additional financial support from the Glencree Centre (around £4,000, to support the development of the ACSONP peace building strategy) and from the British and Irish Aid Agencies Afghanistan Group (BAAG), which have part-funded the participation of three ACSONP members in the 2012 Peace Conference in Northern Ireland (around £5,000, to help cover expenses such as travel and accommodation). This presented an excellent opportunity to reposition the network as a strategic actor; establish linkages with other civil society networks and peace building forums; and share knowledge and experiences. In addition, the project has been able to draw on learning and resources from the existing EU-funded Oxfam Community Peace Building project, including the time of the Community Peace Building project manager. Finally, ACSONP membership fees (collected annually) have been utilised for the benefit of the whole network, and some members have volunteered office space for holding training sessions, meetings and gatherings of network members.

In OPTI, flexible strategic funding has been used to co-finance EU grants worth more than £1 million in total for the West Bank and Gaza. Moreover, through mobilisation of communities and the development of Community Action Plans, additional financial resources have been leveraged from Oxfam partner MIFTAH (approximately £6,000 to the Jettlek Community Committee) to support additional activities not covered by the EU or CSH PPA funding.

In South Sudan, Oxfam is exploring the possibility of partnership with VSO in order to place skilled VSO volunteers with CSOs as part of a targeted capacity building strategy.

CSH PPA funding is ensuring the delivery of sustainable results by:

- Investing in staff capacity and linking up with specialist organisations/individuals with a particular focus (e.g. on safety and security or on conflict transformation) in order to access expertise more quickly and enhance joint learning;
- Promoting community conversations with a broad-based constituency, by working with CSOs/associations that demonstrate motivation towards the public interest;
- Developing alternative models of accountability that work towards trust building and the strengthening of the relationship between civil society and the state;
- Increasing capacity, tools, approaches, networks and alliances, supporting structural changes that will not require a large continued influx of funding to remain sustainable.

Direct Feedback from Beneficiaries

Humanitarian assessment

For the purpose of this review, the immediate beneficiaries of the project are the ECB members and other humanitarian agencies, UN cluster leads and donor agencies. One Senior Adviser from CARE said: "...there are quite a few ECB-ers interested in benefiting from the learning generated through the collaboration around the Impact Measurement

Guidelines". The target population is the field staff of international and national humanitarian NGOs. Feedback during the field testing and preparation of the publication is channelled through the steering committee members. The methodology on which the Impact Measurement Guidelines will be based has been presented at two international fora and the feedback from a wider group of agencies received and considered.

Increasing climate resilience

For the purpose of this review, the immediate beneficiaries of the project are local and national government (officials) and members of the ACCRA consortium, donor staff and other development agency staff. The ultimate beneficiaries are vulnerable women, children and men in Ethiopia, Mozambique and Uganda exposed to climate hazards, variability and change. A sample of the immediate beneficiaries was interviewed during the independent evaluation of phase one and are the same beneficiaries for phase two. Semi-structured interviews were carried out.

The feedback was positive and the learning and recommendations have been used in the design of phase two and are still being utilised. Beneficiaries have reported that the project has helped them to understand the multi-sectoral approach to climate change and the mainstreaming of Disaster Risk Management/Climate Change, to gain a clearer understanding of the different ministry roles with regards to Climate Change Adaptation, and to access national government decision-makers. Oxfam has taken on feedback that the programme needs to engage more and dedicate capacity at the policy dialogue level.

The project received feedback from a local government (Bundibugyo) planning team that; *"mainstreaming Climate Change Adaptation at district level cannot happen so long as the national annual performance appraisal guide for local governments does not contain performance indicators on adaptation and DRR"*. ACCRA has taken this issue to the ministries of water and environment, and local government. Oxfam has presented it at different fora and the ministries are starting on the process of working with other sectors to develop indicators which will later be incorporated in their national performance manual for local governments. If the programme is called upon, ACCRA is ready to facilitate the process, of meetings and consultations and reviewing of the guide.

Other selected feedback on the work of the ACCRA programme includes:

- Mohammed Jemal, Deputy Agriculture Bureau Head of Gemechis Wereda in Ethiopia indicated that; *"we learnt how to coordinate various resources from different donors and NGOs to avoid duplication and build resilient communities for disaster risk and climate change by implementing community based DRR/CCA strategies and practices"*;
- Tegene Girma, district natural resource team leader said that; *"before, the safety net public work focal person and my GIZ- sustainable land management had no discussions on our work in Welenso village, but because of [the] ACCRA project we engaged in the same process of community DRR/CCA planning and learned the possibility of supplementing various resources. Eventually, we [were] able to establish [a] model nursery site"*;
- *"Climate change adaptation activities require coordinated and integrated efforts by all concerned parties. So the contribution made by the ACCRA Project Manager helped us a lot in filling the gaps that we have among the relevant government organizations."* Early Warning Case Team Leader in Government of Ethiopia;
- *"The conference was a very wide forum covering a range of issues, but my participation was very important and useful. I will share what I have learned with colleagues in the Early Warning and Response Case team"* The Permanent Secretary Ministry of Water and Environment (in Uganda) Mr David O.O. Obong on

his experience at the Sixth International Conference on Community-Based Adaptation held in Vietnam in April 2012;

- “...ACCRA’s report for Mozambique works for me, and hopefully it will also work as the same for my colleagues involved on strategies development, as a tool to make me think more widely of the communities we are working with...” Mr. Marcelino Sisenando – INGC (Instituto Nacional de Gestão de Calamidades);
- “...I would like to say thanks for the consortium for this initiative, first because it is really great to see these organizations working together and second because the research done in Mozambique will contribute into other initiatives that have been implemented in Mozambique for the last 2 or 3 years, however it will be necessary to continue working and bring on some action as we need to move into producing some changes in this country...” Mrs. Carmen Nheguete (PNUD/AAP)

Arms Trade Treaty

For the purpose of this review the immediate beneficiaries of the project are officials/parliamentarians in target countries and members of the Control Arms coalition and civil society partners. The ultimate beneficiaries are vulnerable women, children and men in countries affected by armed violence and conflict. The project has adopted a two-tiered system of feedback from the immediate beneficiaries, a first layer from officials/parliamentarians in target countries and a second layer from the Control Arms coalition and other civil society partners. Oxfam will be collating feedback at the Diplomatic Conference about Oxfam’s engagement and interventions. This will be done anonymously and will be an important indicator of perception among Oxfam’s partners. Oxfam will also be undertaking a formal end of project evaluation.

Civil Society in fragile states

For the purpose of this review the immediate beneficiaries of the project are CSOs and networks and traditional and non-traditional power holders across the three focus countries. The ultimate beneficiaries are women, men and youth in fragile and conflict-affected settings in Afghanistan, South Sudan and OPTI. For this review, Oxfam has collected feedback from beneficiary CSOs and networks, and directly from communities in the West Bank to check the relevance and effectiveness of the capacity building support being provided:

- In Afghanistan, ACSNP members have provided verbal feedback during meetings and workshops, and there are plans to develop a mechanism accessible to all members for the collection of written feedback. A recent letter from a network member to Oxfam^{xxvi} expressed gratitude for the capacity building support provided; “ACSNP believes the partnership with Oxfam will further increase and strengthen the role of Afghan CSOs and enhance their capacities for joint initiatives....We are very much hopeful for impact from the project.”;
- In South Sudan, CSOs participating in round table meetings with Oxfam have provided feedback and strategic direction, e.g. around the need for capacity building that is specific to each individual organisation; the importance of proper planning; and the need to move away from short- to long-term accompaniment approaches;
- In the West Bank, visits have been made by Oxfam staff and partners to target locations, to hold focus groups and interviews with women, men and youth. Communities have expressed pride in what has been achieved, while CSOs feel that their sustainability has been improved by training on issues such as outreach, advocacy and networking. One Community Committee member^{xxvii} testified to the relevance of the project, “This is the first time that an organisation actually involves

us in all stages of the project. ...with Oxfam there is follow up and even if they feel we didn't benefit from the workshop, they are willing to work with us as individuals."

Disaggregated Results

Humanitarian assessment

During the field testing of the methodology, interviews and focus groups include vulnerable groups. The proposed Impact Measurement Guidelines will cover information around disaggregation of data and the inclusion of excluded groups. Although the Guide will be aimed at field staff generally, the recipients of improved programmes due to better impact measurement will be both women, men and excluded groups.

Increasing climate resilience

The research protocol ensures the inclusion of women, men, different age groups and any excluded or marginalised groups in the processes undertaken. Key informants and focus group discussions are set up to ensure that the perspectives of each group are heard. This is a core principle for ACCRA given the centrality of understanding how different people perceive their own resilience and adaptive capacity, and crucially how they are able to access different elements that combine to create adaptive capacity i.e. assets, decision-making, information, innovation, institutions and governance. Research outputs will be disaggregated along similar lines to reflect this focus. For the capacity development component, the scoping exercise will ensure that consultations reflect gender considerations, and findings will be disaggregated to illustrate the range of responses, gaps/ needs and recommendations across gender lines.

Arms Trade Treaty

The Control Arms coalition consists of a diverse base of CSO representatives, and so Oxfam seeks to ensure that diversity is reflected when civil society is represented at the various Arms Trade Treaty negotiations and conferences. Otherwise, it is rather challenging to target a diverse range of stakeholders as many of them – e.g. Parliamentarians – are appointed and from their own countries, and so gender or ethnicity data are less relevant.

Civil Society in fragile states

Results and evidence are being disaggregated by relevant criteria, such as gender, age, disability and social group. In South Sudan, the project is planning to specifically target a women's group and a local disability association. In Afghanistan, the Network Chair (AWSE) is a women's organisation that promotes self-reliance for Afghan women through income generation projects, education and literacy training, as well as rights awareness. In addition, four of the ACSONP steering committee members are women. Oxfam will support the strengthened engagement of the network with women and women's groups, to ensure the preservation – and strengthening – of women's rights as part of the peace process. In the West Bank, the potential of youth is being harnessed through the network of community mobilisers set up and mentored by Oxfam. Quantitative and qualitative data collected is analysed by gender to identify the different perspectives of women and men, including youth, older people, people with disabilities and the most marginalised in society.

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

Humanitarian assessment

The target population has been identified as the field staff of international and national

humanitarian NGO agencies. Use of the Guide will improve impact evaluations, which in turn leads to better quality and more needs-based humanitarian response programming, thereby targeting the most poor and marginalised. Several agencies, for example Save the Children and UNICEF, have shown interest in the publication during NGO fora such as the Consortium of British Humanitarian Agencies (CBHA), the Active Learning Network for Accountability and Performance (ALNAP) Mumbai conference, the Disasters Emergency Committee (DEC) agency meetings and the Enhancing Learning and Research for Humanitarian Assistance (ELRHA) meetings.

Increasing climate resilience

The target population of the ACCRA programme consists of local and national government officials, members of the ACCRA consortium, donor staff and other development agency staff. The programme has used the funding to scope out what capacity building support government officials want. Officials were consulted in what would help them improve their own policies and practice, enabling the programme to design different types of support and interventions which aim to have as great an impact as possible. Each country has a consortium of members. These teams of experts meet regularly in country to discuss climate change adaptation in their context as well as to give feedback to the wider ACCRA programme. In Uganda these meetings are monthly and the team is active in all components of the programme i.e. selecting the research sites, honing advocacy messages and recommending government officials to work with.

ACCRA anticipates the largest benefits to vulnerable women, children and men exposed to climate hazards, variability and change, coming indirectly through the improved policy and practice of government and of other development actors. This will ensure greater investment in activities that promote resilience to climate change at the community, regional and national level. Examples of such activities include the collection and dissemination of climate change information, better decision-making practice around resource allocation, the promotion of good seed and crop selection, and of sea and flood defences.

Arms Trade Treaty

The target population of the Arms Trade Treaty project are officials/ parliamentarians in target countries and members of the Control Arms coalition and civil society partners.

Operational activities have been developed after considerable consultation with diplomats, government officials, and parliamentarians. For example, the Development Round Tables were co-hosted with key champion governments, and the outcomes were incorporated into ongoing strategic assessments of the evidence necessary to embed a criterion on development into the Arms Trade Treaty. Oxfam will shortly launch a series of research/lobby papers on the Arms Trade Treaty between May and June. Oxfam will also develop a short interactive video as a companion to the research product.

Oxfam's engagement on the Arms Trade Treaty is focussed on a core assumption, namely that effective global regulation of the tools of violence will prevent abusers of human rights from getting access to these weapons. This is further reinforced by a belief that effective livelihoods and development initiatives must be undertaken simultaneously to ensure vulnerable populations are not incentivised to turn toward violent expressions of their insecurities. The Arms Trade Treaty project is focussed, therefore on identifying the key power-brokers at the UN and other regional organisations to ensure that arms control initiatives are effective, comprehensive and holistic.

Civil Society in fragile states

The target population of the project are CSOs, networks and power holders across the three focus countries. Oxfam ensures that the project continues to respond to the needs of these target groups through ongoing contextual analysis, regular dialogue with CSOs and authorities, and frequent monitoring and evaluation, with a reflective approach that considers the relevance and impact as each next step of the intervention emerges.

In all three focus countries Oxfam is targeting the most poor and marginalised, in particular those who are unaware of their rights or are unable to exercise them. Oxfam's interventions are based on the realities of fragile and conflict-affected contexts, where the challenges and demands are many, and where marginalised groups such as women and people with disabilities continue to be excluded.

The capacity of bodies representing the most poor and marginalised is generally low and their mandates weak or unclear. Systems for people to engage with their government and elected representatives are similarly weak. Civil society has a great potential role in fostering dialogue between stakeholders, facilitating the inclusion of more vulnerable and marginalised segments of society, holding the government to promises made and influencing decision-making and policy development towards a more equitable society. In Afghanistan ACSONP helps marginalised communities contribute to what a durable peace might look like, and to reconciliation and reconstruction talks. In South Sudan, Oxfam will work with target CSOs and promote community conversations to build on what the transitional constitution provides for marginalised groups (including ethnic groups and women) to raise the interest of power holders in the issues that affect them.

Oxfam has developed selection criteria that recognise the core values and qualities that partners should have to promote participation and be guided by those in poverty want, such as: they demonstrate integrity in furthering the public interest for the poorest, regardless of private and sectarian interests; that leaders have good reputations and standing, that contribute to trust building; that they promote inclusion with a positive attitude to gender, ethnicity, religion and any other areas of diversity; and that they make positive efforts to work with and for women's empowerment. In OPTI, official policies that contribute to the marginalisation of the most vulnerable (e.g. fishermen and farmers from the access restricted area in the Gaza Strip, human rights defenders) make it essential for Oxfam to strengthen independent CSOs that can advocate and provide for them.

Part C – Lessons Learned

What has worked well: The HERR describes the many components of resilience, but ACCRA's primary resilience strategy has looked at investing in human capacity; strengthening a government's capacity to respond; creating disaster management structures and plans. ACCRA is specifically working on defining those interventions that increase adaptive capacity of poor people and then working with governments to build government capacity to plan.

What has not worked well: Oxfam recognises that there are still significant challenges in bringing about the structural, cultural and technical shifts necessary to programme in a way that builds on approaches from both humanitarian and development work. Although almost half of Oxfam's programmes commit to focusing on resilience (according to country strategy documents) there are as yet only a modest number of programmes doing so, though more are expected to focus on resilience in the future. An issue critical to achieving this is the recruitment and retention of the staff necessary to support change.

- ***Change in practice within your organisation***

Oxfam defines resilience as *'the ability of an individual or a community to anticipate, absorb, and recover from shocks with little or no external help, as well as being able to 'ride out' changes that take place over a longer time period'*. Oxfam is using the CSH PPA to drive change in practice on resilience within Oxfam in three interrelated ways:

Oxfam has drawn on the Local Adaptive Capacity framework, initially developed by the ACCRA project, for its approach to resilience, for example

(a) developing an innovative systems approach to agricultural market development that integrates adaptive capacity and gender analysis with value chain analysis (see <http://growsellthrive.org/group/gem-initiative>);

(b) to begin to inform programme design in the Philippines - an AUD 2.1M project proposal was recently submitted which builds on ACCRA's leadership through its focus on building the resilience and adaptive capacities of local communities and institutions. As the Oxfam Programme Coordinator put it "ACCRA's LAC research output greatly influenced our Concept Note development ... I shared the ACCRA result with our eight NGO partners as reference material and we used this in our discussions". In Bangladesh the project team working on the Action Research for Community Adaptation in Bangladesh project (ARCAB) has given very positive feedback on the ACCRA Local Adaptive Capacity framework and verbal commitments to incorporate adaptive capacity into their baseline, monitoring and evaluation design. Oxfam is a partner of ARCAB in Bangladesh (see <http://tinyurl.com/cogmynk>);

(c) Oxfam's approach to outcome monitoring for Disaster Risk Reduction and Climate Change Adaptation.

Citizens of fragile states tend to be affected both by conflict and natural hazards, thus building resilience is particularly urgent here. Oxfam is developing a novel approach to working in these contexts, one that explicitly recognises that the complexity of these situations requires dealing with emergent change processes, and that civil society voice and participation are fundamental in making development gains 'stick' (see, Cf John Gaventa and Gregory Barrett 'So What Difference Does it Make? Mapping the Outcomes of Citizen Engagement' IDS Working Paper 347, October 2010; <http://www.ids.ac.uk/files/dmfile/Wp347.pdf>).

CSH PPA funding is driving these approaches through the work on civil society capacity building in Afghanistan, OPT/I and South Sudan. Learning from this is being fed into a wider constituency of Oxfam country programmes (e.g. forming the basis for research in DRC, Myanmar and Yemen; and in Pakistan drawing on the Action Research approach and on template logic models from the CSH PPA-funded countries). Resources have been developed for staff across Oxfam including guidelines for programme staff (*'Programming in Fragile and Conflict-Affected Countries: Programme policy guidelines'* (see <http://tinyurl.com/d5evzra>), which has been downloaded 25 times since October 2011 from Oxfam's Intranet; and supporting learning materials (*'Programming in Fragile and Conflict-affected Countries: A learning companion'*, (see <http://tinyurl.com/cxk5yjt>).

The thinking on resilience driven by the CSH PPA portfolio has been harnessed to develop a discussion paper *'What does Resilience Mean for Oxfam Programmes'* (draft available on request). This paper is being used to promote discussion and changed practice amongst programme staff, starting with its presentation to senior programme staff in the 'Programme Leadership Team' meeting in June 2012.

- ***Generating learning within your organisation and/or across the sector and beyond (i.e. the learning partnerships / other PPA agencies / UK public etc), and the impact this has had on practice, policy etc.***

The ACCRA programme continues to have a significant influence over the UK INGO humanitarian and development sector. For example:

- Two ACCRA steering committee members sit on the DFID PPA learning group on resilience, where ACCRA's Local Adaptive Capacity framework has influenced the group's work on 'characteristics of resilience' (e.g. the focus on change and flexibility).
- ACCRA consortium agencies report that the Local Adaptive Capacity framework is influencing their own approaches to resilience: (a) CARE International has integrated the framework's components into its approach to community based adaptation; (b) using the framework to form the research baselines for adaptive capacity in the Action Research for Community Adaptation in Bangladesh project (ARCAB); (c) ODI has been asked to write for the forthcoming IPCC AR5 Africa Chapter on Adaptive Capacity at Community Level in Africa, partly in recognition of the Local Adaptive Capacity framework.
- ACCRA has been promoted to external agencies via: (a) The ODI event launching the report 'Rethinking support for adaptive capacity to climate change: the role of development interventions' (see the report at <http://tinyurl.com/chc8bwq>) at the ODI, on 25th of January 2012, with 148 delegates registering to attend or view the event online, the majority of which were from INGO and humanitarian agencies, academic staff and university students, staff from research and development institutes and donor representatives; (b) The ACCRA website, which currently has 426 members and is part of the wider Eldis community and is accessible to development workers and academics from all fields; (c) for the third year running, ACCRA featured heavily in the Sixth International Conference on Community-Based Adaptation held in Vietnam in April 2012, with three government officials (from Uganda, Mozambique and Ethiopia) presenting and communicating well received ACCRA key messages at the event. New relationships were established for example with the representative from the UNFCCC and the International Institute for the Environment and Development. ACCRA was invited to lead on designing some of the sessions at the next CBA7 to be held in Bangladesh in April 2013.

Oxfam published a research report on its developing approach to resilience in fragile states (*'Within and Without the State: Strengthening civil society in conflict-affected and fragile settings'*, see <http://tinyurl.com/d5u94pw>). Along with the other material cited on fragile states, this is publicly available via Oxfam's Policy and Practice website:

- 'Within and Without the State: Strengthening civil society in conflict-affected and fragile settings', see <http://tinyurl.com/cbheny8>
- Programming in Fragile and Conflict-Affected Countries: Programme policy guidelines – 53 downloads;
- Programming in Fragile and Conflict-affected Countries: A learning companion – 60 downloads.

Oxfam's Policy and Practice website is visited by individuals from 168 different countries, with more than 50% of visits coming from users in developing countries.

- **DFID's thinking and/or evidence base**

Through discussions with DFID (Humanitarian Disaster Reduction Policy Adviser, Tim Waites) it is clear that ACCRA continues to be seen as influential over DFID's own emerging thinking on resilience, with adaptive capacity featuring as a central component in their resilience framework. Tim confirmed that the ACCRA programme has been helpful in defining adaptation and has had some influence on DFID's theoretical understanding on adaptation. ACCRA has provided tangible examples of what adaptation might look like in

practice, particularly at the community level. According to Waites; *'ACCRA has been very useful in providing a glimpse into what adaptation looks like at the national, local and community levels. DFID appreciates ACCRA's focus and production of practicalities and the outputs delivered by the programme have had a positive influence on CSH'*. This has given significant added value to DFID for example the tangible changes to policy made in Ethiopia's Disaster Risk Reduction work that can be directly attributed to ACCRA's involvement. Tim also stated that *'DFID is the donor that the wider sector looks to ... and ACCRA has helped us in this'*

DFID staff were among those participating in the ODI event launching the report 'Rethinking support for adaptive capacity to climate change: the role of development interventions' at the ODI, on 25th of January 2012. The ACCRA staff member in Ethiopia reports that ACCRA research findings were used directly in the design of the Climate Smart Initiative of the Productive Safety Net Programme (part funded by DFID), which is now integrating environment in the public works through cash for work or food for work and developing appropriate strategies that ensure climate change adaptation.

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 practice for all programme activities to ensure learning is used to improve programme quality.

Transparency

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

At a programme level, Oxfam adheres to the programme standards of Oxfam International, which include transparency in programme work. Country programmes do 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 our 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 and support, tools, guidance and training are widely available and accessible. Oxfam measures achievement against this minimum standard 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

Oxfam's approach to monitoring, evaluation and learning (MEL) for the indicative projects under the CSH PPA is based on the understanding that policy advocacy and social change interventions are inherently complex and dynamic processes and that efforts to influence them require thorough yet flexible response strategies.

While ultimate policy outcomes will be recorded, data against outputs and indicators of performance, which focus primarily on intermediate outcomes, have been identified. These are areas where Oxfam is most likely to see movement and be able gauge progress and success over the short to medium term. In turn, data sources and measurement approaches (qualitative and quantitative) have been developed to track them, for example the analysis of policy-maker public statements, user surveys, structured interviews with policy staff and strategic partners and CSO capacity assessments.

This data is analysed by Oxfam staff and partners on a routine basis: during and after action reviews, steering committee meetings, team meetings and progress workshops. The information then feeds into the CSH PPA internal monitoring mechanism, which involves project team-based quarterly monitoring reviews with the CSH PPA Manager, MEL Advisor, DFID Funding Manager and the Campaigns and Policy Business Manager. The analysis and recommendations made during these quarterly reviews are documented and made available to all project managers via Oxfam's management information system and the information used to inform reporting during the annual review process.

The mid-term and final Independent Progress Reviews will be complemented by individual external evaluations at the end or beyond the funding period to consider evidence of contributions to observed higher-level outcomes, to test the validity of the theory of change and to assess progress towards humanitarian policy and social change goals.

As part of Oxfam's Global Performance Framework, programmes are required to submit global output data on an annual basis for their respective projects, in order to effectively communicate the scale of Oxfam's work. Three of the four indicative projects are providing data against the three global output indicators: Campaigning and Advocacy, Citizen Voice and Women's Empowerment. A second requirement is that in order to demonstrate Oxfam's effectiveness and as a complement to existing MEL processes, three out of the four indicative projects will join a pool of campaigns and policy projects, from which a sample will be randomly selected for independent evaluation. The three projects may or may not be selected as part of this random sample. The primary focus of this work will be to measure the extent the sampled projects have promoted change in relation to their respective global outcome indicator, for example policy change and state institution behavioural change in response to engagement with civil society.

Part E – Additional Information

No information to report

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 for this year

ⁱⁱⁱ Projected figures for this year

^{iv} Funding secured to date

^v Funding secured to date

^{vi} Pakistan was named as a country in the PPA application where the testing would certainly take place. However the University of East Anglia accepted FCO guidelines on the risks of travel, and repeated flooding made the test sites difficult to access. Guatemala was subsequently chosen for its suitability as an alternative test site.

^{vii} See risk table below:

PPA work area	Risk	Why is this a risk?	Risk rating	Current Status and Planned Control
Humanitarian assessment	The pattern of humanitarian emergencies over the key period does not present sufficient appropriate opportunity to test the impact measurement tools.	Without sufficient opportunity to 'test' the tools, the risk is that they will not be relevant, usable or high quality enough to encourage uptake.	Low	This risk rating has been revised from medium to low. <ul style="list-style-type: none"> By changing the methodology from the planned two stage baseline/ endline approach to one-stage retrospective studies, the tests have taken place in countries where rapid onset emergencies occurred in late 2010 or early 2011. The risk has proved to be easily manageable, despite that during 2011-2012 there have mostly been slow-onset emergencies.
(Overall risk rating continues to be LOW)	Low levels of 'demand' from humanitarian practitioners.	Without sufficient 'uptake', the output and outcome targets are unlikely to be met.	Low	This risk rating continues to be low. <ul style="list-style-type: none"> The consultants carried out a literature review which showed that little guidance has been developed for use on how to measure impact in rapid onset emergencies, and that this is a real gap in the humanitarian community. An overall strategy has been developed to promote the Guide pre and post publication at NGO fora and humanitarian conferences. NGO members of the ECB Impact Measurement steering committee have agreed their own communications strategies for respective organisations.

^{viii} Phase one of the ACCRA programme ended November 2011. In order to avoid double reporting Oxfam agreed with DFID, that the programme's reporting period for this annual report would be November 2011 to April 2012, to tie in with the start of phase two.

^{ix} See risk table below:

PPA work area	Risk	Why is this a risk?	Risk rating	Current Status and Control
Increasing climate resilience (Overall Risk Rating)	Flooding prevents data collection	Flooding routinely occurs in all target areas, making access for data collection problematic	Low	This risk rating continues to be low. <ul style="list-style-type: none"> Rainfall and flooding is monitored by country teams. Data collection will be organised to times of maximal accessibility.

continues to be LOW)	Relationships with key government stakeholders declines	In Ethiopia in particular, relationships can be difficult. At worst, this could lead to restrictions in movement and even a cessation of permission to operate	Low	This risk rating continues to be low. <ul style="list-style-type: none"> • Relations with government stakeholders continue to be strong. • All target areas are subject to long-term engagement by Oxfam and its partners. The national ACCRA coordinator in Ethiopia continues to be seconded within the government structure thus strengthening this relationship. • For Oxfam, there will be continued development of political risk mapping and negotiating strategies.
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^x Key capitals include London, Paris, Washington DC, New Delhi, Oslo, Geneva, Ottawa, Canberra, Wellington, Nairobi, Abuja, and Mexico City.

^{xi} Oxfam Round Tables on the Arms Trade Treaty have included government representatives from: Argentina, Australia, Bangladesh, Burundi, Ethiopia, France, Germany, Ghana, Japan, Kenya, Mali, Mexico, Netherlands, Nigeria, Norway, Philippines, Rwanda, Senegal, Sierra Leone, South Africa, Sweden, Switzerland, Tanzania, Trinidad and Tobago, Togo, Uganda, UK, Uruguay, Zambia

^{xii} See risk table below:

PPA work area	Risk	Why is this a risk?	Risk rating	Current Status and Control
Arms Trade Treaty (Overall Risk Rating continues to be MEDIUM)	Key agents for change (Parliamentarians, civil servants, civil society etc) cease to be receptive and accessible	Oxfam's whole theory of change depends on building a broad coalition for the Arms Trade Treaty in key target states	Medium	This risk rating continues to be medium. <ul style="list-style-type: none"> • Oxfam continues to build a broad - based coalition, without undue dependence on a few key states and/or political parties/factions. • Oxfam continues to map risk and build partnerships to mitigate against political volatility.
	(at impact level) The 2012 negotiations lead to stalemate or an unsatisfactory compromise	The 2012 negotiations are mandated to run on the basis of consensus, which in the past has resulted in stalled or failed negotiation.	Medium	This risk rating continues to be medium. Where space exists, Oxfam will continue to work with 'sceptical' states and parties to influence the consensus outcome.

^{xiii} For the purposes of this annual report CSOs also include Community Based Organisations.

^{xiv} CSO Capacity Assessment Tool for Citizen Voice Thematic Area – five organisational domains, including: governance, strategy and structure; human resources and administration; programme management, monitoring, evaluation and reporting; financial management and sustainability; and core organisational advocacy competencies (including community engagement/legitimacy, networking and strategic alliance building, and advocacy targeting local government decision-makers). One copy of this tool is being completed for each of the main CSOs being targeted, at the time of the project's start-up (baseline) and after the end of Oxfam capacity building support.

^{xv} Oxfam has found that building particular kinds of relationships and alliances (as well as targeting individual CSOs) allows for greater flexibility and an agile response to rapidly changing priorities. Coalitions, formal or informal, can also bring together unexpected stakeholders to think about what they might do to influence a stronger civil society.

^{xvi} Learning activities in Afghanistan have included: the joint development of the Network's vision, mission and strategic objectives, work planning, SWOT analysis, mutual identification of strengths and areas for development, conflict transformation and community mobilisation.

^{xvii} In Gaza, workshops and meetings have been held with four partner organisations working on human rights, capacity building on rights-based approaches and documentation of human rights violations of CSOs/NGOs and freedom of movement (Al-Mezan, Child and Family Training and Counselling Center, Ma'an Development Center and Gisha) and one informal partner (the Rafah Women's Programme Centre) as part of project start-up and planning. Orientation meetings have also been held with wider civil society stakeholders, including the Palestinian NGOs' Network (PNGO).

^{xviii} In the West Bank, three development partners (MIFTAH, Palestinian Vision and Ansar Centre for Children) have led and participated in learning and training activities with Community Committees (formed by Oxfam to coordinate local efforts e.g. around job creation or infrastructure development) and 17 CBOs in five target locations. This has included a

workshop on the use of Community Score Cards to hold service providers accountable, and training on outreach and advocacy. A network of youth community mobilisers from the five target locations has also been created, with participating youths benefiting from training and an exposure trip to Egypt to build their confidence and capacity to engage in community development processes.

^{xi} In Israel, two CSO project partners (Mahapach-Taghir, a Jewish-Arab organisation for social change, and Sadaka Reut, which aims to empower Jewish and Palestinian Israeli youth) have been trained in outcome mapping.

^{xx} As a newly founded nation, there are opportunities for CSOs in South Sudan to engage in legislative initiatives that will shape state-society relations. The limited development of CSOs in the country, and the limited forums for communication among civil society groups, mean there is a role for Oxfam in reinforcing constructive messages and nurturing an atmosphere of dialogue.

^{xxi} Three CBOs in Lakes State and two national CSOs in Juba

^{xxii} See risk table below:

PPA work area	Risk	Why is this a risk?	Risk rating	Current Status and Control
<p>Civil Society in fragile states</p> <p>(Overall Risk Rating continues to be MEDIUM)</p>	Too few appropriate civil society partners can be identified in the initial stages of the project and/or partnerships sustained throughout the project	<ul style="list-style-type: none"> Contexts of fragility and conflict are rarely conducive to formation of civil society organisations Such civil society as exists may be problematic due to political, religious or ethnic affiliation 	Medium	<p>This risk rating continues to be medium.</p> <ul style="list-style-type: none"> Although Oxfam has been able to identify suitable CSO partners in all three countries, it will be challenging to sustain these partnerships in the long term. Relationships and influences within civil society are not clear, and most CSOs (longstanding and more recently established) have their own affiliations and perceptions of what is needed. Oxfam is controlling this risk by ensuring its work is informed by a broad coalition, and by developing an understanding of what different civil society groups do, who they are connected to and what their spheres of influence are, in order to balance their influence on the project.
	Oxfam's choice of partners/focus results in a deterioration in political and/or security conditions	Work with 'non-traditional partners' could itself drive risk, closing down operational space and preventing delivery	Medium	<p>This risk rating continues to be medium:</p> <ul style="list-style-type: none"> There is a serious risk of backlash for Oxfam and its partners if the state or other power holders do not react favourably or permissively towards civil society. While some level of invited space is currently available for CSO dialogue in all three countries, there are some indicators that this could change. The ability of governments to accept criticism and open debate is not certain. Oxfam's current control is to precede all interventions by a thorough process of power analysis, consultation with relevant CSOs and authorities, risk analysis and ongoing risk management. Oxfam is also leading efforts to support the maintenance of invited spaces, keeping them open, while civil society development takes place sufficiently for a positive creation of new spaces to occur.

^{xxiii} The eight countries are Bolivia, Niger, Kenya, Uganda, Somalia, Ethiopia, Bangladesh and Indonesia.

^{xxiv} http://www.ipcc-wg2.gov/SREX/images/uploads/SREX-AII_FINAL.pdf

^{xxv} These might include, for example, traditional leaders, poor people's associations, labour unions, faith groups, or social movements.

^{xxvi} Letter from the Executive Director of the Sanayee Development Organisation (SDO) to Oxfam, dated 1 May 2012

^{xxvii} Community Committee member from Oja village (Oxfam project monitoring visit, January 2012)