Rights in Crisis Campaign Afghanistan
Project Effectiveness Review

Oxfam GB
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Photo credit: Abbie Trayler Smith

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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>ACS</td>
<td>Afghan Civil Society</td>
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<tr>
<td>ANSF</td>
<td>Afghan National Security Forces</td>
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<td>AOG</td>
<td>Armed Opposition Groups</td>
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<td>AP</td>
<td>Afghan Parliament</td>
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<td>APRP</td>
<td>Afghan Peace and Reconciliation Process</td>
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<td>AWN</td>
<td>Afghan Women’s Network</td>
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<td>BAAG</td>
<td>British and Irish Agencies Afghanistan Group</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>EVAW</td>
<td>Eliminating Violence Against Women</td>
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<td>GPF</td>
<td>Global Performance Framework</td>
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<tr>
<td>HPC</td>
<td>High Peace Council</td>
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<tr>
<td>ICB</td>
<td>International Coordinating Body</td>
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<td>ICG</td>
<td>International Contact Group</td>
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<tr>
<td>MoD</td>
<td>Ministry of Defence</td>
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<tr>
<td>MoFA</td>
<td>Ministry of Foreign Affairs</td>
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<tr>
<td>Mol</td>
<td>Ministry of Interior</td>
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<tr>
<td>MoWA</td>
<td>Ministry of Women’s Affairs</td>
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<td>OGB</td>
<td>Oxfam Great Britain</td>
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<tr>
<td>OIC</td>
<td>Organisation of Islamic Cooperation</td>
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<tr>
<td>PTRO</td>
<td>Peace Training and Research Organisation</td>
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<td>Ric</td>
<td>Rights in Crisis</td>
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<tr>
<td>SSR</td>
<td>Security Sector Reform</td>
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<tr>
<td>TCN</td>
<td>Troop Contributing Nation</td>
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<tr>
<td>ToR</td>
<td>Terms of Reference</td>
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<tr>
<td>UNAMA</td>
<td>United Nations Assistance Mission Afghanistan</td>
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<tr>
<td>VAW</td>
<td>Violence Against Women</td>
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<tr>
<td>WPPRP</td>
<td>Women’s Participation in the Peace and Reconciliation Process</td>
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<td>WR</td>
<td>Women’s Rights</td>
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1 Executive summary

This Evaluation assesses the work of Oxfam on women’s rights within the Rights in Crisis (RiC) campaign in Afghanistan over the strategic period mid-2010 until mid-2012. It is part of Oxfam Great Britain’s (OGB) Global Performance Framework (GPF) and uses the Process Tracing methodology. The purpose of the Evaluation is to determine the effectiveness of the project, which is accomplished by a) short listing one or more evidenced explanations for the outcome in question (which may or may not include the intervention); b) ruling out alternative, competing explanations incompatible with the evidence; and c) estimating the level of influence each explanation had on bringing about the changes identified in those cases where more than one explanation is supported by the evidence. This document presents the main findings of the assessment carried out by consultants of The Coalition Factory. The consultants carried out the assessment during the period November 2012–April 2013.

The RiC campaign works on several thematic issues and the focus has changed over time. The work of RiC Afghanistan on women’s rights is the focus of this Evaluation. The strategic objective for this issue was initially not formulated in the strategic plan. The last objective recorded\(^1\) was: ‘By June 2012, demonstrable commitments are made by international, national and local actors on the protection and promotion of women’s rights as part of any peace processes.’ The campaign’s Theory of Change was reconstructed based on the available reports and interviews and a logic model was designed defining the impact, outcome, strategies, outputs and inputs of the campaign. The RiC campaign is implemented by a small team in Kabul and a team consisting of representatives of different Oxfam affiliates. During the evaluation period the campaign team has faced considerable challenges in terms of staff turnover and lack of funds.

Based on desk research and consultation with RiC team members, two Outcome Statements were identified: 1) Women’s Participation in the Peace and Reconciliation Process (WPPRP) is maintained on the agenda of Afghan decision makers, and 2) The implementation of the Elimination of Violence Against Women (EVAW) law has improved. For each Outcome Statement three causal stories were identified based on further desk research and interviews with stakeholders across all sectors. For each causal story an assessment was made to analyse to what extent they have contributed to the Outcome Statements. Finally, both Outcome Statements were rated using the Contribution Score Chart, as part of the process tracing methodology. The two dimensions of this rating are the extent to which the outcome has materialised and the extent to which the intervention made a contribution.

The analysis of the causal stories was based on desk research including RiC documents provided by the team, and online and desk reviews of relevant documents from other organisations and partners; interviews carried out during a field visit in Kabul in the period January 7–14, 2013; and individual Skype and phone interviews with Oxfam staff, Afghan

Civil Society (ACS), Afghan decision makers (MPs, ministry officials), representatives of Troop Contributing Nations (TCNs) and International Coordinating Bodies (ICBs), the media and academics.

To avoid bias and assure credibility and validity of the data, triangulation was done, both in terms of testing assumptions with people from different backgrounds, and using more than one method to gather the data. Moreover, the analysis was deepened by talking to the same people at different points in time, testing additional and/or new information. To verify data and avoid bias in interpretation, the Evaluators also made use of the expertise of an external resource person, who was able to direct them to additional sources of evidence.

During the field visit to Kabul, two strategy workshops were facilitated. The first one served to (re)construct the Theory of Change and intervention logic of the campaign during the evaluation period, and to identify the Outcome Statements. The second workshop was not directly related to the Evaluation but, like this Evaluation, serves to provide input into the next RiC strategic phase.

1.1 Findings

Findings – Outcome Statement 1

This Outcome Statement is: ‘The participation of Afghan women in the Peace and Reconciliation Process (WPPRP) is maintained on the agenda of key Afghan decision makers.’ Key indicators for this Outcome Statement are that Afghan ministry officials, Afghan Members of Parliament (MPs) and members of the High Peace Council (HPC) speak out in favour of WPPRP.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Rating</th>
<th>Short Commentary (including reference to other evidenced explanations as appropriate)</th>
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<tr>
<td>The participation of Afghan women in the Peace and Reconciliation Process is maintained on the agenda of key Afghan decision makers</td>
<td></td>
<td>This outcome has been realised in full as WPPRP has been maintained on the agenda of Afghan decision makers: Ministry officials as well as MPs and members of the HPC speak out openly in favour of WPPRP. Oxfam made a direct and indirect contribution by maintaining pressure on key international stakeholders from TCNs and ICBs through lobby meetings, by developing advocacy papers and providing policy information to key stakeholders, through their international media work and by facilitating access of Afghan civil society to international stakeholders. In addition to Oxfam’s interventions, national CSOs had some effect, especially because they were influencing the government directly, but international opinion leaders were the most effective actors putting the topic on the international and Afghan agenda.</td>
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Through their bilateral lobby and their advocacy around the international conferences on Afghanistan, Oxfam has influenced key TCNs and ICBs to raise the issue of WPPRP on the agenda of key Afghan decision makers (causal story A). Oxfam’s advocacy contributed to generating awareness and reinforcing ICBs and TCNs to put WPPRP on the agenda. The Oxfam briefing paper *A Place at the Table* proved to be very effective in strengthening the advocacy of Oxfam and partners and in the positioning of some IBCs. Oxfam also played an important role in coordinating campaign activities with other national and international (development) organisations before and during international conferences, which strengthened the role of women in the debate around WPPRP.

Oxfam was not alone in pushing for more attention to WPPRP. By speaking out publicly in favour of WPPRP, international opinion leaders, notably Hillary Clinton, Baroness Ashton and Ambassador Verveer, have played a key role in keeping WPPRP on the agenda of the International Community and of Afghan decision makers (causal story B). The influence of these opinion leaders is proven to be very strong, and has had more effect than Oxfam’s advocacy work because these high-profile individuals have a much stronger power base, representing as the do key TCNs and ICBs. Oxfam’s contribution to this causal relation is limited because, firstly, the international opinion leaders already promoted WPPRP and, secondly, they are more strongly influenced by their domestic political agendas. However, there is some evidence that the *Place at the Table* report might have reinforced them.

A third factor that has contributed to maintaining WPPRP on the agenda is the role of Afghan civil society organisations, who have lobbied Afghan decision makers directly and through their joint conference lobby work (causal story C). The contribution of Oxfam in this story is significant because the facilitation of the involvement of Afghan Civil Society (ACS) representatives in international lobby visits and events during international conferences has strengthened the voice of women in the debate around WPPRP. The role of Oxfam on the national level advocacy is limited to its programme work.

**Findings – Outcome Statement 2**

This Outcome Statement is: ‘The implementation of the Elimination of Violence Against Women (EVAW) law has improved over the period mid-2010 to mid-2012.’ The key indicators for this outcome are the increase in the number of incidents reported by victims and recorded by police officers, and an increase in the number of court cases and convictions. Although it was not an explicit focus of the campaign, this outcome was chosen by the campaign team as the EVAW law is a framework that encompasses the various women’s rights that the campaign has been working to protect. Furthermore, implementation of the EVAW law is relevant to all work on women’s rights in Afghanistan.
Stakeholders across all sectors stated firmly that local and national media, sometimes in combination with the advocacy work of local and national CSOs/women’s rights NGOs, have had the most significant impact on the improved implementation of the EVAW law through increasing the level of awareness and acceptance of EVAW, which in turn led to a steep increase in the number of reported and recorded incidents (causal story A). The high impact of edutainment media was highlighted by most of them, as well as local media in specific regions. This causal story is considered to be the most salient. Oxfam’s role in this story was limited to supporting local CSOs through its programmes, but there has not been any involvement of the RiC team.

A second causal relation that was assumed by stakeholders, is that the work of Oxfam’s RiC campaign around women in the security sector has led to an increase of women in the police force, which has in turn had an impact on the number of cases reported and recorded (causal story B). However, neither the causal relation between the interventions (especially the report on SSR) and the increased number of women in the police force, nor the causal relation between this and the improved implementation of the EVAW law, could be evidenced sufficiently. Although Oxfam plays a large role in the story, any impact on the implementation of the EVAW law cannot be assumed.

The third story (causal story C) is that Oxfam’s advocacy work to influence the International Community has led to increased pressure from key international actors, leading to more effective government control over the legal system. The influence of the International Community is very strong, as evidence shows that they have influenced governance of Afghan decision makers through funds and political pressure. Therefore this causality could be confirmed. Various actors in TCNs and ICBs claim to have been influenced by Oxfam’s advocacy themselves and the causal relations between Oxfam’s interventions and the changes in behaviour of some key actors (TCNs and ICBs) could be evidenced for the most part.
However, most interviewees from TCNs and ICBs also underline that their position was already largely in line with that of Oxfam. Yet, the advocacy interventions, notably the report *A Place at the Table*, did reinforce their position and supported them in their work.

**Conclusions for both Outcome Statements**

Overall, the most effective interventions by Oxfam were the bilateral lobby, the conference lobby and advocacy, the developments of the advocacy report *A Place at the Table* and the broker/liaison role for Afghan civil society to participate in international meetings and conferences. Specifically, the combined use of these interventions at specific points in time (such as the international conferences) has enhanced the effectiveness of the RiC campaign. The findings also highlight that there have been missed opportunities on the level of national and regional campaigning, particularly through working with journalists and media houses in the country and using edutainment media. Another key conclusion is that the interventions around women in the SSR were not sufficient to have an impact within the campaign period.

**1.2 Programme learning considerations**

For the next strategic phase, the RiC campaign can make some improvements on the level of its strategy design and the Theory of Change. The Evaluators recommend updating the problem, stakeholder and power analyses, to ensure that the revised Theory of Change is based on the most recent state of affairs, but also to include new perspectives. External actors could be involved to facilitate the process and/or to provide additional information. It is strongly recommended that Oxfam develops a focused strategy with one overall SMART objective per thematic issue, as well as an accompanying logic model that describes the causal relations between the various steps in the campaign. This will bring about focus and assure coherency in the interventions. Oxfam should consider providing training and support to both programme and campaign staff on campaign design methodologies, such as methods of problem and power analysis and critical pathway analysis so that they have a strong understanding of how influencing works.

It is advisable to include a joint communication and media strategy in the overall strategy, which is coherent with the logic model and in line with the overall campaign objective. This media strategy should be based on an audience analysis and a media scoping analysis on all levels (affiliate countries, international, national and, where strategically relevant, local). In addition to this it is advisable to do media impact analyses, so that the effectiveness of the media interventions can be documented and lessons from this can be drawn.

As some of the key bottlenecks to achieving the campaign objectives can only be tackled at the national level, it is recommended that the campaign further explores and identifies the critical actors and factors on this level. The RiC Afghanistan team should explore effective strategies for raising the awareness and acceptance of women’s rights (particularly around the strategic objectives), for example through campaign interventions (public engagement strategies, national/local media work), or by tight strategic coordination with Oxfam’s programmes or with other CSOs.

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3 For example, see: [http://www.thechangeagency.org/dbase_upl/critical_path_analysis.pdf](http://www.thechangeagency.org/dbase_upl/critical_path_analysis.pdf)
For the communications and media component of the strategy, it is recommended that the programme further explore ways to actively engage with local media, making use of the growing numbers of quality journalists and media. In addition to news media, it is also recommended that possibilities to partner with Afghan media organisations specialised in edutainment are explored and incorporated into future strategy.

It is recommended that relevant programme staff be involved from an early stage onwards into the development of the campaign strategies and actions, and to ensure mutual strategic alignment where possible;

In the current strategy there is a heavy emphasis on influencing the International Community. The influence of the RiC campaign can be increased by investing more time in building relationships with key Afghan decision makers, preferably in collaboration with Afghan partners. The campaign should consider starting to influence key decision makers as early as possible in the decision-making cycle: well ahead of the international summits and conferences. It is advisable to continue (or even scale-up) investment in strengthening the capacity of local partners for evidence-based campaigning, to increase their legitimacy.

One of the key challenges of the RiC team is to strike a balance in the strategy design process between on one hand, where Oxfam can make the difference and have maximum impact, and on the other hand the different strategic priorities and interests of the affiliates regarding the different RiC themes. It is strongly advised that Oxfam develops a solution for the confederation, for example through procedures, that enables international campaign teams to decide on SMART strategic objectives, so that the resources are not spread too thinly, the work is focused on one overall objective instead of working on multiple issues consecutively, and the scope of the campaign is balanced with the staff capacity. This will contribute to higher attribution rather than contribution to big changes.

In terms of internal campaign management, the Evaluators recommend structuring, dating and labelling all future documents to facilitate monitoring, communication and learning, for example by using formats.

Regarding the campaign’s work with the International Community, the Evaluators recommend exploring ways to include the Afghan Diaspora in TCNs in the advocacy work of RiC. The Evaluators also recommend continuing working with the international media and formulating a clear strategy for this, which is coherent with the new overall strategy and the new (optional) national media strategy. The RiC team should also continue its role coordinating CSOs before and during international conferences.
2 Introduction

As per Oxfam Great Britain’s (OGB) Global Performance Framework (GPF), samples of mature projects are being randomly selected each year and their effectiveness rigorously assessed. The Rights in Crisis Campaign (RiC) Afghanistan was selected in this way under the Policy Influencing thematic area.

This Evaluation focuses on the work of the RiC team on women’s rights over the period mid-2010 to mid-2012. Following the Process Tracing methodology (explained in Section 3) the two most significant changes around women’s rights in Afghanistan were identified as Outcome Statements. These Outcome Statements were identified in the strategic workshop held in Kabul in January 2013, discussed with Oxfam staff and finally ratified by Oxfam GB.

The two Outcome Statements defined were:

1. The implementation of the EVAW law has improved;
2. The participation of Afghan women in the peace and reconciliation process is maintained on the agenda of Afghan decision makers.

Even though work around the EVAW law was not explicitly part of the RiC strategy 2010–2012, the team has worked on improved implementation of the law through continuous lobby. Moreover, the EVAW law is the most important legal framework for the protection of women’s rights and its implementation is therefore relevant to most of Oxfam’s work around women’s rights.

This Evaluation identifies causal stories and the extent to which they have contributed to the Outcome Statements. The report analyses which stories and which causal relations are the most salient and why. Based on this, the Evaluators give recommendations in Section 6: Programme learning considerations. These will provide input for the strategic period 2103–2014.
3 Evaluation design

3.1 Process tracing

Oxfam GB has adopted a Global Performance Framework. Among other things, this framework involves the random selection of samples of closing or sufficiently mature projects under six outcome areas each year and rigorously evaluating their performance. These are referred to as Effectiveness Reviews. Effectiveness Reviews carried out under the Citizen Voice and Policy Influencing thematic areas are informed by a research protocol based on process tracing, a qualitative research approach used by case study researchers to investigate causal inference.

Policy and Citizen Voice interventions will be working to achieve specific intermediary and final outcomes. The Evaluator’s first task is to help identify the scope of the intervention, including the outcomes or changes it is seeking (or sought) to achieve, and the activities undertaken that were intended to bring these about. The Evaluator is to then evidence the extent to which the intervention’s key targeted outcomes have materialised; investigate the causal mechanisms responsible, i.e. how the observed outcome change came about; and, in light of an evidenced understanding of competing explanations, draw conclusions about the significance of the intervention’s contribution.

As such, the purpose of the Evaluation is not to simply narrow in on only one explanation for an observed outcome-level change. Rather, the approach is more nuanced and should accomplish three things: a) shortlist one or more evidenced explanations for the outcome in question (which may or may not include the intervention); b) rule out alternative, competing explanations incompatible with the evidence; and c) if more than one explanation is supported by the evidence, estimate the level of influence each has had on bringing about the change in question.

While not intended to be a mechanical sequence of linear steps of how the research exercise should proceed, the following eight steps form the core of the research exercise’s protocol.

1. Undertake a process of (re)constructing the intervention’s theory of change, in order to clearly define the intervention being evaluated – what is it trying to change (outcomes), how it is working to effect these changes (strategies/streams of activities) and what assumptions is it making about how it will contribute to these changes (key assumptions).
2. Work with relevant stakeholders to identify up to three intermediate and/or final outcomes considered by stakeholders to be the most significant for the Evaluation to focus on (central to the intervention’s theory of change, and useful for learning/forward planning).
3. Systematically assess and document what was done under the intervention to achieve the selected targeted outcomes.
4. Identify and evidence the extent to which the selected outcomes have actually materialised, as well as any relevant unintended outcomes.

4 Significant iteration between many of the processes is expected and, indeed, desired
5. Undertake ‘process induction’ to identify salient plausible causal explanations for the evidenced outcomes.
6. Gather required data and use ‘process verification’ to assess the extent to which each of the explanations identified in Step 5 are supported or not supported by the available evidence.
7. Write a narrative analytical report to document the above research processes and findings.
8. Summarise aspects of the above narrative analysis by allocating project/campaign ‘contribution scores’ for each of the targeted and/ or associated outcomes. This is not expected to provide a precise measure of contribution, but rather a sense of how much the campaign was likely responsible for observed change(s).

For the full process tracing protocol, please see Oxfam GB’s Policy and Practice website.\textsuperscript{5}

### 3.2 Development of logic model

A logic model is a tool used to evaluate the effectiveness of a programme. Logic models are usually a graphical depiction of the logical relationships between the resources, activities, outputs and outcomes of a program.\textsuperscript{6} While there are many ways in which logic models can be presented, the underlying purpose of constructing a logic model is to assess the ‘if-then’ (causal) relationships between the elements of the programme; if the resources are available for a programme, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected. Logic models are most often used in the Evaluation stage of a programme, they can however be used during planning and implementation.\textsuperscript{7}

The RiC campaign had not formulated a logic model as such, and therefore the Evaluators have reconstructed the Theory of Change. The original strategic plan for the period 2010–2012 did not specify any objectives around women’s rights. However, in practice a significant part of the work within the RiC campaign was aimed at women’s rights. Therefore, the Evaluation started with mapping the activities that had taken place around women’s rights, based on the strategy and progress reports and the annual plans. This formed the base of a draft logic model for the entire RiC campaign on women’s rights.

The next step in the development of the logic model was a workshop held in Kabul with RiC staff. This workshop served to further map out the interventions of Oxfam and other relevant stakeholders in a timeline exercise. Sequentially, the key changes in the context were identified and described. This formed the basis of the definition of the two Outcome Statements and two models representing the causal relations leading to both outcomes (see 5.1 and 5.2). These models were further refined and verified using the information obtained from the interviews with the different stakeholders in the campaign: Oxfam staff, partners organisations, peer organisations, women’s rights activists, media, representatives of TCNs and ICBs, and Afghan decision makers. For the complete list, see Appendix 3. The causal

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\textsuperscript{5} \url{http://policy-practice.oxfam.org.uk/our-work/methods-approaches/project-effectiveness-reviews}

\textsuperscript{6} \url{http://www.uiweb.uidaho.edu/extension/LogicModel.pdf}

\textsuperscript{7} \url{http://www.innonet.org/client_docs/File/logic_model_workbook.pdf}
relations in these models form the hypotheses of this Evaluation and have been tested through desk research and interviews.

In March 2012 an Evaluation report was produced, which specifies a strategic objective, based on discussions with team members: ‘By June 2012, demonstrable commitments are made by international, national and local actors on the protection and promotion of women’s rights as part of any peace processes.’ However, the actual interventions have been largely at the international level and never at the local level (unless one would consider the indirect linkages of Oxfam’s programmes). Even though the national level actors have mostly been influenced indirectly (through the International Community) ultimately the Afghan decision makers remain the key targets.

Therefore, based on the actual intervention logic, the outcome for the RIC campaign as a whole, as far as the work on women’s rights is concerned, can be formulated as: ‘Afghan decision makers make demonstrable commitments to protect and promote women’s rights.’

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9 See explanation ‘programme versus campaign’ in Chapter 4
Figure 1: Logic model of the RiC campaign on women’s rights

3.3 Data collection strategy

The Evaluation is based primarily on qualitative data, though this has been complemented by some more quantitative data. A variety of sources (documents and interviews) were used to triangulate findings and cross-check assumptions and hypotheses about causal relations.

The main data collection strategy consisted of:

• Desk review of Rights in Crisis documents provided for by the RiC team and uploaded on the Oxfam KARL community, such as campaign strategies, progress reports, evaluations, campaign statements, media coverage overviews and conference outcome documents.
• Desk review of relevant documents from other organisations and partners obtained from these organisations and/or obtained via the internet.
• Personal interviews (12) during the field visit of one of the Evaluators in Kabul during the period January 7–14, 2013.
• A workshop on defining the timeline and the intervention logic, in which two RiC team members participated. Additionally, a second and forward-looking workshop was held with four staff members. Although this was an extra service and not part of the research methodology, it did provide additional insights about the context and dynamics of Outcome 2.
• A total of 46 individual interviews (and with some individuals two or three interviews were held). These interviews were held with Oxfam affiliates’ staff involved, Afghan Civil Society, Afghan decision makers (MPs, ministry officials), representatives of TCNs and ICBs, and the media.

The interviews were used to cross-check the findings of the desk research. Hypotheses that were formulated based on interviews with Oxfam staff were cross-checked with either desk research or interviews with external stakeholders, or sometimes both. To support the analysis of the data, the Evaluators made use of a resource person from Afghanistan with extensive knowledge of women’s rights issues, the CSO sector and the political context. They were able to reflect on hypotheses and provide links to people and documents that could serve as evidence for the findings.

Based on the initial data collected, draft logic models for both of the Outcome Statements (hypotheses) were formulated. Each of the causal (‘if-then’) relations within the models was tested against the documents available, the perspectives of the people interviewed and, where needed, against additional desk research (websites of UN bodies, international media, etc.).

10 For example, data on the number of incidents of VAW reported and the number of women in the police force.
3.4 Limitations

The Evaluators encountered various limitations in their research. The documentation provided by the campaign team was not well organised and often lacked clarity about status, source, dates and audiences. This made the desk review difficult and time consuming. The Evaluators have been able to tackle this by spending additional time on online research and interviews.

The information provided about the international media work was limited. For example, no media impact assessments or other statistics were available. This limitation was to some extent mitigated by interviewing the staff of various affiliates who had also been working on international media, and other stakeholders.

Another key limitation was the lack of information from Afghan government representatives. It proved to be very difficult to arrange meetings or Skype or phone calls with government officials, MPs and members of the HPC. This was firstly because making appointments for face-to-face interviews was harder than expected and secondly because all Afghan decision makers approached refused to make a Skype appointment. This limitation was partly mitigated by talking to former MPs and ministry officials. Additionally, stakeholders from different sectors (TCNs, ICBs) who have close relations with Afghan decision makers were interviewed and hypotheses were tested by asking for different perspectives. Nevertheless it would have been better to talk to more people, including representatives of the HPC. The latter is a gap in the data collection. Related to this, the field visit did not allow sufficient time to meet with all relevant stakeholders. A few more days’ slack should have been built in to mitigate the effects of cancellations and security-related problems (such as the bomb attack that took place).

Among the list of interviewees, national and local media are missing because attempts to set up meetings with them failed. The Evaluators have been able to mitigate this by speaking with Afghan CSOs, international media and by internet research.

Although one of the Evaluators has knowledge of and experience working in Afghanistan, this cannot be compared to the in-depth knowledge of an Afghan citizen. One way to mitigate this limitation was the inclusion of an Afghan resource person who has been working as a development consultant in Afghanistan and internationally and who has broad experience working with CSOs, ICBs and governments. This expertise and their experience with working on women’s rights issues enabled them to direct the Evaluators to useful sources of information.
4 Project description

4.1 Strategic focus and objectives
This Evaluation assesses the Oxfam Rights in Crisis (RiC) campaign in Afghanistan over the strategic period mid-2010 till mid-2012 and with regards to women’s rights. The strategic focus of the RiC campaign, according to the original strategy document, was on 1) Aid effectiveness, 2) Peace building and 3) Protection.

After additional strategic meetings of the RiC team in March 2011, the strategy was revised and the following themes were added and/or adjusted: 1) Women’s rights in transition, 2) Protection of Afghan civilians from harm from security forces and 3) Girls’ education (this pillar has largely become subsumed within women’s rights). It had been decided to drop Aid Effectiveness, but at the meeting in March 2012 the Steering Group pushed to include it in the strategy again. During the strategic period, the RiC team also responded to the drought in Afghanistan resulting in a food crisis.

Logic model
As described in Section 3.2 the logic model for the campaign has been developed based on the actual intervention logic, which was defined based on discussions with Oxfam staff and stakeholders and progress reports that described the actual interventions.

4.2 Roles and responsibilities
Oxfam Novib (ON) has the lead in the Afghanistan RiC Campaign. RiC is being implemented by a relatively small team in Kabul (the Afghanistan Campaign Team, ACT), a Steering Group (which is the Kabul team plus representatives from OGB and ON), the two Policy Advisers from ONL and OGB and a Media Officer from OGB, with support from the Afghanistan RiC Team (ART). During the evaluation period the team in Kabul consisted of the Head of Policy and Advocacy and a Media Officer. The interim RiC Facilitator/Campaign Lead was based in The Hague and the position has now been moved to Kabul.

The ART consists of the Kabul team, a RiC Facilitator/Campaign Lead, an ON Policy Adviser, an OGB Policy Adviser and various staff from other affiliates (Oxfam International, America, Germany, Australia, Europe [Brussels and Geneva]). There is no document that specifies who exactly is responsible for achieving which (sub)objectives. Some of the documents that describe the roles and responsibilities are unclear or contradict each other (e.g. one stating that the Policy Leads are part of the ART and another stating that the ART coordinates with the Policy Leads).

Coordination
Comparing the various campaign documents11 and results of the interviews, there is ambiguity about strategic leadership and campaign and project management. One document states that this is the responsibility of the ACT (although it does not specify who in the ACT)

11 For example, the RiC strategy 2010–2012 document.
and another document states that this is the responsibility of the ART (again not specified who in the ART).
The campaign documents also do not specify what the division of roles between the two Policy Advisers and the Policy Lead is, or what the mandate of the RiC Facilitator/Campaign Facilitator would be.

During the evaluation period (mid-2010 to mid-2012) the ACT faced considerable challenges, such as having limited staff availability and resource capacity to implement RiC. Frequent staff changes within the ACT and within the various affiliates have caused confusion among staff about the Theory of Change and intervention logic. The implementation was further complicated by the fact that the workloads exceeded the staff capacity.

Coordination of RiC Afghanistan is assured via bi-weekly meetings between ACT and ART members as well as annual face-to-face meetings of the RiC team. Other mechanisms for coordination are the reporting and communication procedures, the quarterly reports and the weekly Afghanistan Campaign Team (ACT) phone calls.

The strategy development process of the RiC campaign is complicated by the internal organisation of the Oxfam confederation: all affiliates have their own strategic plans and priorities. This results in a campaign that works on many issues (from aid effectiveness to women’s rights to civilian protection, etc.) while having very limited financial and human resources. Even within one issue, there are many objectives. This results in resources being spread too thinly to have a big impact, unmanageable workloads, confusion about the intervention logic and unmanageable monitoring and evaluation. There is a tension between the different priorities and interests of the various affiliates on one hand and the analysis of where the key problems and opportunities lie. There is also a tension between the amount of resources available and the number of issues the campaign seeks to influence.

4.3 Campaign versus programmes
Oxfam works with partner organisations in Afghanistan to implement programmes on the national and local level. Some of these programmes are also working on women’s rights issues. These are managed by the Programme Officers and are not directly linked to RiC although increasing efforts are being made to link the programmes and RiC when they are considered to be relevant for both sides. In the rest of this document, a distinction will be made between the work of the RiC team and the programme work, as this Evaluation only assesses the impact of the RiC campaign.
5 Findings

As explained in Section 3, the Process Tracing Methodology identifies two Outcome Statements, after which various causal stories are identified, based on the data gathered. The stories are further analysed to assess to what extent they are salient and what Oxfam’s role in the respective stories has been.

5.1 Outcome Statement 1 – WPPRP maintained on agenda

This Outcome Statement is: ‘The participation of Afghan women in the Peace and Reconciliation Process (WPPRP) is maintained on the agenda of key Afghan decision makers.’

Outcome definition
Key indicators for this outcome statement are that Afghan ministry officials, Afghan Members of Parliament (MPs) and the members of the High Peace Council (HPC) speak out in favour of WPPRP.

Background on the WPPRP
Most of the peace process negotiations take place behind the scenes, for instance in Qatar where representatives of the Afghan government, Pakistan, Taliban and the US are meeting. As it is an extremely non-transparent process, it is difficult or even impossible to assess whether women’s rights are being put on the table for negotiation in these talks. Nevertheless, there is strong evidence of the threat that women’s rights were (and still are) prone to fall off the agenda of Afghan decision makers, due to the domestic political developments in Afghanistan, particularly the negotiations between different insurgent factions and President Karzai.

Furthermore, it is expected that after the planned withdrawal of ISAF troops in 2014 women’s rights are at risk of becoming a concession in the peace process negotiations as the Taliban are not supporting women’s rights as defined, for example, in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Interviewees from both TCNs and ICBs stated that they are quite certain that there is a real threat that WPPRP could have fallen off the agenda of Afghan decision makers in the period mid-2010 till mid-2012. One interviewee explained that ‘most actors are so focused on the peace aspect that they tend to forget the importance of women’s role’.

5.1.1 Salient causal stories

Three distinct but mutually reinforcing causal stories can be identified for Outcome Statement 1. These stories are largely mutually enforcing and explained in the graph and text below. They are further assessed in the next paragraph.
Figure 2: Intervention logic – Outcome Statement 1

Causal story A, the interventions indicated in green, has some overlap with B (purple) and C (pink). This is depicted in the model by the two multi-coloured boxes.

**Causal story A**
Via their bilateral lobby and their advocacy around the international conferences on Afghanistan, Oxfam has influenced key TCNs and ICBs to raise the issue of WPPRP on the agenda of key Afghan decision makers.

**Causal story B**
By speaking out in favour of WPPRP, international opinion leaders, such as former Secretary of State Clinton, Baroness Ashton and Ambassador Verveer have played a key role in keeping WPPRP on the agenda of the International Community and of Afghan decision makers.
Causal story C
Afghan civil society organisations have played a key role in maintaining WPPRP on the agenda, through their direct lobby and advocacy vis-à-vis Afghan decision makers, and through their joint conference lobby work.

Conclusions on causal stories
The three causal stories A, B and C are mutually reinforcing. Pressure from TCNs and ICBs strengthens the efforts of international opinion leaders and vice versa. This is also true for the role of Afghan civil society: TCNs, ICBs and opinion leaders can strengthen the voice of Afghan civil society and Afghan civil society can legitimise the efforts of TCNs, ICBs and opinion leaders. Overall and across sectors, interviewees perceived the influence of the opinion leaders mentioned to be the strongest, because they also speak on behalf of their countries (TCNs), which hold a strong power base in terms of their financial and military contribution to the country. The influence that Oxfam has had on TCNs and ICBs, bilateral and through conferences and international media work, is perceived by stakeholders across all sectors to be important and effective, although the policy positions of Oxfam/ACS and the key stakeholders within the International Community are often very similar.

Although considered as the least influential intervention, the national level advocacy by ACS is an important strategy to ensure the inclusion of Afghan women in the political debate around WPPRP and to increase the level of support among Afghan decision makers.

As long as TCNs, ICBs and international opinion leaders have similar interests in keeping WPPRP on the agenda, campaign work done by Oxfam and partners is well received and strengthens the pressure on the Afghan government. However, it remains to be seen what influence Oxfam and (Afghan) partners really have when the joint interests between TCNs, ICBs and opinion leaders start to diverge after 2014.

Conclusions on outcome statement and Oxfam’s contribution
The outcome statement has materialised in full as key stakeholders in the International Community have spoken out in favour of WPPRP and have pushed Afghan decision makers quite strongly to keep WPPRP on the agenda. As a result, Afghan decision makers from ministries, Parliament and the High Peace Council have spoken out publicly on the importance of WPPRP.

The interventions of RiC made an important contribution to achieving outcome. In the first causal story, work done by RiC around international conferences and the international media work contributed to generating awareness and reinforcing ICBs and TCNs to put WPPRP on the agenda. The Oxfam briefing paper A Place at the Table provided (evidence-based) arguments for allies who used this to pressure Afghan decision makers and it reinforced the position of ICBs and TCNs. The RiC campaign has played an important role in coordinating campaign activities with other national and international (development) organisations before and during international conferences. RiC’s contribution in the second causal story is less significant as the international opinion leaders already promoted WPPRP, and RiC mostly reinforced known positions and opinions.
The contribution of RiC in the third causal story is significant, as they played a key role in the facilitation of the involvement of Afghan Civil Society (ACS) representatives in international lobby visits and events during international conferences, which has, among other things, led to strengthening the voice of women at the conferences.

**Contribution score chart**

The table below summarises the extent to which the outcome has materialised and to what extent Oxfam’s RiC campaign has contributed to this.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Rating</th>
<th>Short Commentary (including reference to other evidenced explanations as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The participation of Afghan women in the peace and reconciliation process is maintained on the agenda of key Afghan decision makers</td>
<td>G</td>
<td>The outcome has been realised in full as WPPRP has been maintained on the agenda of Afghan decision makers: Ministry officials as well as MPs and members of the HPC speak out openly in favour of WPPRP. Oxfam made a direct and indirect contribution by maintaining pressure on key international stakeholders from TCNs and ICBs through lobby meetings, by developing advocacy papers and providing policy information to key stakeholders, through their international media work and by facilitating access of Afghan civil society to international stakeholders. In addition to Oxfam’s interventions, national CSOs had some influence, especially because they were influencing the government directly, but international opinion leaders were the most effective actors in putting the topic on the international and Afghan agenda.</td>
</tr>
</tbody>
</table>

**5.1.2 Findings**

All three causal stories contributed to a certain degree (see the findings and evidence per causal story below) to achieving the Outcome Statement: *Women’s participation in the peace and reconciliation process is maintained on the agenda of key Afghan decision makers.*

This section starts with evidencing the key indicators of the outcome: that Afghan decision makers speak out in favour of WPPRP, illustrating that the issue is on their agenda.

**Afghan government officials**

Top Afghan officials have spoken out in favour of the participation of more women in the High Peace Council (HPC) at all levels and state that a peace process without women will not work.\(^\text{12}\) President Karzai seems to support (or at least not to block) the involvement of

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women in the overall peace and development process. Nevertheless, he is not very clear and does not mention the topic directly. He conveys inconsistent messages regarding women’s rights, thereby adding to the confusion about his real point of view on women’s rights and their participation in the peace process. Stakeholders from various backgrounds speculate that President Karzai has to constantly balance between the demands of the International Community and the domestic audience (including Taliban) and therefore cannot take one firm position.

**Afghan Members of Parliament**

The members of the Afghan parliament’s Committee on Women’s Rights are actively speaking out on the topic. This is essential because according to a former Member of Parliament and confirmed by other interviewees, the members are influential and several of them maintain close contacts with (Afghan) CSOs working on the promotion of women’s rights in the country.

An even stronger example of MP support for WPPRP is that an Afghan female MP (Ms. Nadheri) won the Nobel Peace Prize for stimulating participation and leadership of Afghan women in the conflict prevention and peace process.

**High Peace Council members**

According to one ACS interviewee, the members of the HPC have limited space to speak out independently: they seem to follow mostly the official government instructions. As such, they seem to have less influence than Members of Parliament. Nevertheless, they are actively involved in the peace process and female members of the HPC do make strong statements in favour of women’s participation in the peace process. Afghan civil society is represented in the HPC with one female member (out of nine females of a total of 80 members). This member is from the Afghan Women’s Network (AWN), an important partner of Oxfam.

According to stakeholders across different stakeholder groups, it is mostly women who actively support the WPPRP agenda, while men are less likely to openly speak out in favour. Moreover, in the current political and social context of Afghanistan, verbal support does not always mean that this will translate into actions.

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17 See, for instance: ‘Women on Afghan peace council say they are side-lined’: http://www.reuters.com/article/2012/03/22/us-afghanistan-women-idUSBRE82L0FP20120322’.
Findings per causal story

Causal story A
‘Via their bilateral lobby and their advocacy around the international conferences on Afghanistan, Oxfam has influenced key TCNs and ICBs to raise the issue of WPPRP on the agenda of key Afghan decision makers.’

Rating
This story is considered to be partly salient. The majority of stakeholders interviewed recognise and acknowledge the presence and input of RiC before and during international conferences and in bilateral meetings, and perceived the interventions under the RiC campaign to be influential. The key interventions were lobby and international media work, the release of the briefing paper A Place at the Table and Oxfam’s role as facilitator of Afghan civil society. Representatives of TCNs and ICBs have been influenced to some extent through this work.

Evidence
The participation of Afghan women in the peace process negotiations was already an important topic for most TCNs and ICBs. However, considering the threat that WPPRP would fall off the international agenda as a consequence of Afghan domestic developments and with the 2014 deadline approaching, maintaining the topic on the agenda of the key stakeholders is of great importance for assuring space for Afghan women to participate in the process so that in the future they will be able to defend their rights.

Key Afghan decision makers have spoken out in favour of WPPRP in the campaign period. Stakeholders across various sectors have indicated that they observe causal links between Oxfam’s interventions and the position of WPPRP on the agenda. It can therefore be concluded that the RiC campaign has contributed to maintaining WPPRP on the agenda of Afghan decision makers.

Bilateral lobby
The RiC team’s interventions were targeted at the International Community, specifically ICBs and TCNs, to assure that they continue to speak out in favour of WPPRP when dealing with Afghan decision makers. Prior to international conferences, Oxfam affiliates organised lobby and advocacy activities in their countries. Oxfam Australia, for example, often in collaboration with Save the Children, World Vision, Action Aid and Amnesty International, targeted decision makers in government and the military sector: MPs, ambassadors, and military staff. Key asks included promotion of women’s rights and their participation in political processes as well as interventions to reduce violence against women.

Some changes in attitude and rhetoric of these decision makers were observed by various interviewees: Afghan women are more frequently acknowledged as active and crucial stakeholders in the peace and reconciliation process as agents of change, rather than passive actors. This is confirmed by the fact that the Australian government appointed a
Gender Adviser to Afghanistan and Pakistan and established a Female Engagement Team.¹⁸

Other Oxfam affiliates have also organised bilateral meetings with ministry officials and MPs on a regular basis, in preparation for the international conferences in Chicago, Bonn and Tokyo. One example is a meeting in the Netherlands between the Afghanistan Working Group and the Ministry of Foreign Affairs. This has contributed to informing the officials about the current events in Afghanistan from a civil society point of view, and/or to reinforcing the positions of officials. According to interviewees from several TCNs, the positions of Oxfam and partners were not always new and in most cases these were already shared viewpoints. Several interviewees mentioned that Oxfam should try to focus their efforts more on contributing to concrete policy proposals, as there was already agreement on the general positions regarding WPPRP.

ICBs and TCNs push for WPPRP

The International Contact Group (ICG) is an ICB, comprised of representatives of TCNs and the Afghan Government.¹⁹ The German Chair, Mr Koch, is a key lobby target of VENRO: the German civil society platform of which Oxfam Germany is a member. After close cooperation between the Chair, Oxfam Germany/VENRO and Afghan Civil Society, Mr Koch has been actively pushing for the participation of ACS (women) in the peace and reconciliation process.²⁰ This is significant as the ICG is the consultative international platform where Afghan officials meet up with international representatives and actual issues are being discussed. Even though the ICG has no official mandate, the fact that all official representatives of the countries involved in Afghanistan can meet up directly with Afghan officials offers opportunities to put topics on the agenda.

Several interviewees from ACS mention the importance of the Organisation of Islamic Cooperation (OIC) in the peace process negotiations, notably their role in the peace process in Qatar, together with representatives of Pakistan, USA, the Afghan government and the Taliban. It is generally expected that they are not in support of women’s participation in the APRP and use silent diplomacy to push their agenda, but there is no hard evidence for this. On the contrary; other evidence²¹ shows that the OIC is actively working on human rights issues and women’s rights and have integrated several women into their organisation working on women’s issues. One of the members is a former AWN member and Afghan ministry official who is well aware of the existing power relations and positions of the various stakeholders. The member is also very well known to Oxfam and has actively been involved in putting WPPRP on the agenda of national and international decision makers.

¹⁸ Save the Children, Oxfam and World Vision, The Administration, Management and Objective of Australia’s Overseas Development Programs in Afghanistan in the Context of the ‘Transition Decade’, submission to the Foreign Affairs, Defence and Trade Committee Department of the Senate, August 2012
¹⁹ http://www.auswaertiges- amt.de/DE/Aussenpolitik/RegionaleSchwerpunkte/AfghanistanZentralasien/Bonn_Konferenz_2011/Kontaktgruppe_node.html
²⁰ Interview with Oxfam and Ministry of Foreign Affairs Germany.
²¹ See: http://www.oicun.org/75/20120120101114873.html
In the United Kingdom, DFID officials and MPs continue to put pressure on the Afghan government to respect women’s rights and to assure an inclusive peace process. Examples are the active participation of Foreign Secretary, William Hague and Secretary of State for International Development, Andrew Mitchell in the Kabul Conference of 2011, and the active involvement of MP Nicola Blackwood. These decision makers were all targeted by Oxfam and other NGOs working on Afghanistan and women’s rights.

Ministry officials and MPs in the Netherlands also maintained political pressure on the Afghan government, for instance during bilateral meetings between ministers of the two countries. According to a civil servant of the Dutch Afghanistan Desk of the Ministry of Foreign Affairs, the Dutch (former) Minister of Foreign Affairs, Udi Rosenthal worked together with Clinton and Verveer to draw attention for women’s rights in Afghanistan.

In Germany, one of the main contributing countries in Afghanistan, the topic of women’s rights, violence against women, EVAW and participation of women in the peace process is an integral part of the work of the German Ministry of Foreign Affairs in Afghanistan. Various interviewees remark that women’s rights (particularly violence against women and the participation of women in the peace process) were already a priority of the German government but that Oxfam contributed to reinforcing this. The source specifically observed that ‘they do not hear any news from Oxfam related to the positions on women’s rights as these are the same and very much shared, but that it is important to keep in touch and to inform each other about developments in Afghanistan as Oxfam is still better informed than other organisations or the media’.

Members of the European Parliament are being regularly targeted by the European Network of NGOs in Afghanistan (ENNA). Oxfam is a member of the network. Specifically, the Chair of the Parliamentary Committee on Afghanistan (Thijs Berman) acknowledges that women’s rights are prominent on the agenda of the Committee.

Advocacy around conferences and international media work
In most TCNs, such as the Netherlands, Germany and US, Oxfam affiliates, often as members of a broader NGO coalition on Afghanistan, such as BAAG in the UK, targeted relevant ministry officials, MPs and media to put the topic of WPPRP on the agenda and to try to influence/reinforce the position of officials before going to international conferences and high level meetings on Afghanistan. According to interviewees from various sectors, Oxfam’s name and reputation within the broader coalition often enhanced visibility and media coverage.

RiC’s work before the conference in Bonn in 2011 resulted in substantial media coverage, indicating interest from a wide range of international media sources. The Oxfam media briefing was circulated to 90 countries and got substantial UK and international media coverage (e.g. the Guardian, Telegraph, Independent, Sky, Reuters and Al Jazeera). An

22 http://www.huffingtonpost.co.uk/nicola-blackwood-mp/afghan-women-we-must-not-abandon-our-c_b_1664095.html
24 Bonn Conference 2011: Time to get it Right in Afghanistan.
Oxfam-supported photo exhibition also generated coverage of women’s issues (as part of the Green Scarves campaign). After the conference, an Oxfam reaction statement was published. Coordinated by Crisis Action, tweets generated by Oxfam and allies reached 750,000 twitter users on December 5, 2011, including re-tweets by media, such as the Guardian and Al Jazeera. The VENRO joint agency paper was also covered by various media. Oxfam and coalition media activities helped ensure that development and related security reform and governance issues were covered prominently in the media.  

During the Bonn conference, the German Ministry of Foreign Affairs and the Afghan government, in cooperation with Oxfam and others such as AWN, facilitated for the first time the participation of two Afghan delegates (a man and a women). Both made a public statement and this was picked up in the final conference statement. In the statements made, attention was called for an inclusive peace process. This is important as it set the benchmark for participation and direct voice and opinion of Afghan civil society on the peace process in international conferences in the future.

Prior to the Tokyo conference in 2012, Oxfam collaborated with other NGOs on four lobby notes. One lobby note was related to Women’s Rights and written by Oxfam. Partners of Oxfam Japan acknowledged the important role of Oxfam in the Japanese civil society preparatory committee to the conference. According to the progress reports, the press work around Tokyo was widely picked up. The Tokyo declaration included and highlighted again the protecting of women’s rights in the Afghan constitution. Overall, the pressure of various NGOs made a difference and resulted in more attention for WPPRP at international conferences and, according to one interviewee, the language in the declarations on women’s rights became stronger. However, in the run up to the summits, one interviewee from a TCN remarks that the member states ‘did not really feel anything from NGOs’, indicating that not all key TCN representatives were targeted.

‘A Place at the Table’
All interviewees agree that WPPRP was already on the agenda of most TCNs and ICBs; according to UNAMA ‘the entire international community involved in Afghanistan is keen to keep WPPRP high on the agenda’. Nevertheless, Oxfam’s briefing paper A Place at the Table, and the lobby and advocacy activities carried out to present the report, reinforced the discussion on the need for WPPRP. For instance, with the participation of the Oxfam Policy Officer based in Kabul, Oxfam America organised lobby visits to brief officials from the State Department and the Special Envoy to Afghanistan, Marc Grossman. During these meetings

27 Source: Text of the statement made by the speaker/representative of the Afghan Civil Society Delegation.
women’s rights and the need for their participation in the peace process negotiations were discussed and the briefing paper was presented. The meetings contributed to underlining the importance of maintaining WPPRP on the agenda and the publication of the briefing paper and the organisation of the related meetings got considerable media attention.\textsuperscript{29} In the Netherlands, the report (and the advocacy around it) has even led to parliamentary questions.\textsuperscript{30}

According to an interviewee from UN Women, \textit{A Place at the Table} helped to strengthen their strategies and supported them to make stronger claims around WPPRP. It provided them with better arguments for dealing with the Afghan government and the International Community. Also UNAMA affirms the influence of Oxfam’s briefing paper and analyses on people’s dialogue on peace and reconciliation, which ‘\textit{helped UNAMA to develop positions and recommendations through the ACBAR platform}'. This is an important result as both UN Women and UNAMA are key stakeholders in the debate on WPPRP. Another interviewee of an ICB stated that staff of the Afghan ministries of Women Affairs, and Interior and Foreign Affairs were impacted by \textit{A Place at the Table}.

According to an interviewee of Oxfam, the presentation of \textit{A Place at the Table} to staff members of the Afghanistan Desk of the EU External Action Service resulted in positive feedback on the report. There was also some criticism, and this included the lack of attention in the report to issues of governance and justice reform. Even though the role of the EU is limited in Afghanistan, the fact that the paper was taken seriously is a significant result.

A media-friendly summary of \textit{A Place at the Table} was released in October 2012, with hard copies and letters to UK ministry officials (Hague, Mitchell), several senior UN figures, including Ban Ki-moon and Valerie Amos, as well as Catherine Ashton at the EC. According to the RiC Campaign Update 2012, there was strong UK and international media coverage from the \textit{Guardian}, \textit{Independent}, BBC Radio 4, BBC Arabic, BBC World Service, Al Jazeera International, and the \textit{Daily Telegraph} (including photo-journalist Nick Danziger’s photo stories).\textsuperscript{31}

**Causal story B**

\textit{By speaking out in favour of WPPRP, international opinion leaders, such as former Secretary of State Clinton, Baroness Ashton and Ambassador Verveer, have played a key role in putting WPPRP on the agenda of the international community and of Afghan decision makers.}

**Rating**

This is a salient story as there is evidence from interviewees across all sectors that confirms the important role and influence of the international opinion leaders on Afghan decision makers. Evidence also confirms the influence of the opinion leaders on the positions of

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\textsuperscript{30} ‘Progress Report RiC Afghanistan’ April–September 2012

TCNs and ICBs on WPPRP. In this story, the role of Oxfam/RiC is less important than in the first story as they are one of the many stakeholders involved in pressuring the international opinion leaders. Moreover, domestic (political) influences in TCNs, specifically the US, have had a strong influence on the key opinion leaders.

TCNs and ICBs have reinforced the pressure of the opinion leaders by putting and/or maintaining WPPRP on their own agendas during meetings with Afghan decision makers. Oxfam affiliates’ staff, the RiC team in Kabul and other (Afghan) civil society organisations have contributed to putting pressure on TCNs and ICBs, thereby reinforcing their positions.

**Evidence**

Catherine Ashton, Melanne Verveer and Hillary Clinton are considered to be key opinion leaders who have revitalised the debate about women’s rights in Afghanistan and spoken out in favour of WPPRP. According to Oxfam America, former US Ambassador at Large for Women Affairs, Mrs Verveer, has pressed on several occasions for an inclusive peace and reconciliation process. One example of her explicit support is her participation in an event hosted by Amnesty International.

Hillary Clinton spoke out on several occasions (e.g. at the Bonn Conference in 2011) to call for respect of women’s rights and for the need for an inclusive process. This was also included in the final statement of the Bonn Conference. Clinton also publicly showed solidarity with the Afghan women by wearing a green scarf, hereby also participating in Oxfam’s Green Scarves Campaign. Other officials present at the event were also prepared to put on the green scarves to show their solidarity with Afghan women.

According to several interviewees from Oxfam and TCNs, Catherine Ashton of the EU External Action Service repeatedly drew attention to the need for respecting women’s rights in Afghanistan, including the need for inclusion of women in the peace and reconciliation process. According to some, this was the result of Oxfam’s lobby work around *A Place at the Table*. Oxfam’s Brussels office staff received content feedback on the report from officials of Baroness Ashton’s office. On the other hand, other interviewees (including Oxfam staff) doubt whether the report has influenced Baroness Ashton in her position. A letter written by staff of the Office of Baroness Ashton responding to a lobby letter of ENNA, confirms her support of women’s rights issues in Afghanistan. Although less visible, the NATO Special Representative for Women, Peace and Security, Mari Skaare, can also be considered an opinion leader. She was targeted by Oxfam Netherlands and publicly affirmed her support for the inclusion of women in the resolution of conflicts.

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34 See: The International Afghanistan Conference in Bonn, 5 December 2011: Afghanistan and the International Community: From Transition to the Transformation Decade, CONFERENCE CONCLUSIONS.
35 Source: Interview with Oxfam America.
**Green Scarves Campaign**

The Green Scarves Campaign aimed to contribute to strengthening international solidarity with Afghan women. Oxfam GB promoted the Green Scarves Campaign in the UK to mobilise public support for longer term development engagement of the UK government in Afghanistan after the withdrawal of their troops. Stakeholders across different sectors consider such NGO pressure in European countries to be important to hold national and international governments accountable. The campaign was launched prior to the international conferences and got a lot of media attention, especially in the UK where Oxfam has a very strong brand compared to most other affiliates. In the US, the Green Scarves Campaign was successful in the sense that high level officials, such as Clinton, participated.

The Green Scarves Campaign was also promoted through Facebook, but only received 418 ‘likes’, which is a low score for an international campaign. Although the Green Scarves Campaign has received substantial media coverage in the UK and to some extent in the US, it is not clear to what extent these activities have contributed to a change in public opinion or the behaviour of TCNs' representatives. This could be because of the fact that it was not very clearly embedded in the strategic objectives of the RiC campaign. Most likely, the campaign reinforced the existing positions of UK and US representatives on Afghanistan.

**Causal story C**

Afghan civil society organisations have played a key role in maintaining WPPRP on the agenda, through their direct lobby and advocacy vis-à-vis Afghan decision makers, and through their joint conference lobby work.

**Rating**

This is a salient story as interviewees from all stakeholder groups confirm that Afghan Civil Society (ACS) has lobbied Afghan decision makers directly and through the international conferences, and that it is likely to have contributed to keeping the issue of WPPRP on the agenda. Oxfam, in cooperation with other NGOs, facilitated awareness raising activities, the development of joint advocacy efforts and direct lobby of ACS around the international conferences.

Afghan decision makers speaking out in favour of WPPRP have been influenced by the combined effort, even though not always aligned, of Oxfam and other national and international organisations to pressure ICBs and TCNs to speak out in favour of WPPRP and to keep them accountable.

**Evidence**

**National level advocacy**

Apart from Oxfam, numerous other organisations pressured the International Community to put the topic of WPPRP on the agenda. For instance, the publications of Afghan women\(^{39}\) recommend international donors to use their leverage with the Afghan government to ensure women’s inclusion in high-level peace negotiation and reintegration bodies. Human Rights Watch, which is very active in Afghanistan, has pressured high-level officials, for instance

\(^{39}\) David Cortright and Kristen Wall, Enhancing Security and Human Rights in Afghanistan, University of Notre Dame, August 2012
through their letter to Secretary of State Hillary Clinton (October 19, 2012)\textsuperscript{40} where they asked for attention for ensuring a central role for women in the peace building process. The NGO Working Group on Women, Peace and Security (September 2011) asked for a regular report on Afghanistan from the Security Council. The report should include a comprehensive assessment of ongoing violations of women’s rights in Afghanistan that are preventing women from participating equally in public life and all Afghan peace processes.

Interviewees across all sectors recognise the important role of Afghan key opinion leaders, such as women’s rights activists who speak out on WPPRP,\textsuperscript{41} and their influence on changing attitudes of the relevant stakeholders in the country. The support of Afghan CSOs is crucial to achieve changes at local level. According to several interviewees,AWN campaigned with the support of Oxfam (through facilitation, providing information and funds) and other donors to raise awareness on the important role of women in decision making at provincial and district level. AWN has also been involved in training women on political participation and leadership issues.

Afghan Civil Society has increasingly developed strong relations with the ministries, parliament and the High Peace Council. Some of the staff of these bodies are former ACS staff. According to various interviewees it is difficult to influence Afghan decision makers directly as most of them, particularly the male officials, are not in favour of WPPRP. Influencing them through the International Community is considered to be more likely to be effective. As the TCNs and ICBs have a strong power base, they can exert their economic and political power to pressure Afghan decision makers to protect women’s rights, even if most of the decision makers are not in favour of this. National-level advocacy still remains important, to broaden the support for women’s rights among Afghan decision makers. Oxfam is currently mostly involved in this through their programme support to ACS organisations, and not so much through the RiC strategy, except through the coordination with AWN.

\textit{Advocacy through the International Community}

As mentioned before, the Chair of the ICG was targeted by campaign work done by VENRO Germany before the Bonn Conference. The campaign was directed, among other issues, towards the inclusion of civil society/women in the peace negotiation process. Oxfam has been pushing for participation of CSOs since 2010 and the accumulated work might have contributed to the inclusion of several Afghan CSO representatives in the conference. However, the statements made by the representatives had limited impact on the conference outcomes as, according to interviewees across sectors, key decisions were made well ahead of the conference and the positions of the decision makers (in this case the German government) were already in favour of WPPRP.

The participation and statements of ACS have raised the issue of WPPRP in the international media. Since the Bonn conference, Oxfam Germany/VENRO have been continuously pressing the German government for the inclusion of Afghan CSOs/civil society


representatives in the Tokyo conference and any follow-up processes. In a meeting between Oxfam and other German VENRO members with the German Special Representative for Afghanistan, Mr Koch assured that WPPRP will be a priority issue for the German government.

The continuous monitoring and pressure from Oxfam and others at the level of the ICG is considered to be very important as according to an interviewee from TCN, other countries in the ICG are not always in favour of the participation of civil society representatives in the meetings. The legitimacy of these representatives is often questioned. This is significant as it would restrict the participation of female Afghan CSO representatives in the meetings.

In the US (Washington DC), Oxfam organised a lobby tour in November 2011 with the participation of a representative of AWN. Several high level lobby meetings were held with officials or key staff from the Special Envoy Afghanistan, Melanne Verveer (Ambassador at Large for Women's Affairs), Hillary Clinton’s office, USAID, National Security Council and Congressional Offices in the Senate and House. The objective was to discuss the state of women’s rights in Afghanistan, the upcoming Bonn Conference and Oxfam’s briefing paper A Place at the Table. A specific ask was directed to former Secretary Clinton to publicly support women’s rights in any political settlement and urge inclusion of explicit guarantees for women’s rights. At the Bonn Conference, Clinton indeed referred to the ask. According to an interviewee, the (known) position of Melanne Verveer was also reinforced by the lobby meeting and the briefing paper. As mentioned before, these results are important as both Clinton and Verveer were very high-level opinion leaders promoting WPPRP.

During the event with the US Special Envoy for Afghanistan, concerns were expressed that Afghan women had been actively excluded from the pre-Bonn II conference working groups, and the Afghan CSO representative conveyed that women might be excluded or only added in a token way to Afghanistan’s Bonn II delegation. On November 23 the Afghan government announced that 23% per cent of the delegation would be women.42

According to an interviewee from ACS, the participation of Afghan civil society representatives at international conferences and high level lobby meetings resulted in establishing the credibility and voice of women in Afghanistan at the international level.

**Conclusion**

There is evidence that Afghan Civil Society played an important role in influencing Afghan decision makers and keeping WPPRP on the agenda, both through direct lobby with Ministry Officials and MPs and through conference lobby. The influence of the direct lobby is perceived to be weaker, as the resistance among (male) Afghan decision makers is sometimes strong. The influence of the International Community on the Afghan government is much stronger, as TCNs and (to a lesser extent) ICBs have a strong power base. On the other hand, lobbying the TCNs and ICBs is not always effective as they sometimes already have the same position as the ACS. Nevertheless, strengthening the role of ACS in the international conferences has been instrumental to the improved position of women in the political debate about WPPRP and to keeping WPPRP on the agenda.

42 Source: Interview and mail exchange with Oxfam America.
The most important contributions of Oxfam have been their facilitating role around the conferences, and their push for the inclusion of women in the conference delegations.
5.2 Outcome Statement 2 – Implementation of the EVAW law

This Outcome Statement is: ‘The implementation of the EVAW law has improved over the period mid-2010 to mid-2012.’

**Outcome definition**

The key indicators are the increase in the number of incidents reported by victims and recorded by police officers, and an increase in the number of court cases and convictions.

This outcome contributes to the improved assurance of women’s rights in Afghanistan as women’s rights to domestic security are safeguarded through the EVAW law. Increased reporting is taken as a proxy indication that women are increasingly aware of their rights and increasingly feel safe enough to report incidents. Increased recording of incidents by police officers and the increase in court cases and convictions suggest that cultural barriers are reduced and that the legal system that protects women is starting to work better.

**Background on the EVAW law**

Enacted in August 2009, the Afghan Elimination of Violence against Women (EVAW) law criminalises child marriage, forced marriage, selling and buying women for the purpose or under the pretext of marriage, ba’ad (giving away a woman or girl to settle a dispute), forced self-immolation and 17 other acts of violence against women, including rape and beating. It also specifies punishments for perpetrators.

Initiated as a presidential decree, the law was never passed through parliament. Although it was enacted through the Gazette, there is a continued debate about the law. Throughout the different layers of the legal system there is a lot of resistance to implement the EVAW law.

**5.2.1 Salient causal stories**

Based on the discussions with stakeholders, there are three salient causal stories that could explain Outcome Statement 2. These stories are largely mutually enforcing and explained in the graph and text below. They are further assessed in the next paragraph.
Causal story A
Local and national media, in combination with the advocacy work of local and national CSOs/women’s rights NGOs, have created increased awareness around violence against women and women’s rights under the EVAW law. They have also influenced people’s perception of the acceptability of violence against women (VAW). These factors have led to a stark increase in the numbers of reported and recorded cases of VAW and a limited increase in the numbers of court cases and convictions.

Causal story B
The work of Oxfam around women in the security sector, notably the section of the Security Sector Reform (SSR) report on the role of women and related lobby work, has led to increased reporting on VAW because it has contributed to an increase of women in the police force. The media attention around more female police has led to more awareness and acceptance of women’s rights under the EVAW law, and the increased numbers of women in the police force has had a direct impact on the number of cases reported and recorded, as women feel safer to report incidents in police stations where women work.
Causal story C

Oxfam’s advocacy work to influence the International Community has led to increased pressure from key international actors on the Afghan government to allocate more resources to improved law enforcement, and to demonstrate more political will to enforce the law. This has led to more effective government control over the legal system. This, in turn, has led to an increase in the number of reported incidents recorded by police officers and in the number of court cases and convictions of perpetrators.

Conclusion on causal stories

The most salient causal story is story A: the influence of local and national media, combined with CSO interventions on the community level. The role of RiC in this story is absent, apart from an indirect link through Oxfam’s programme partners. Story B is the least salient: there is hardly any connection to be found between the work on women in the security sector and Outcome Statement 1. Story C, influencing through the International Community, is fairly salient, and Oxfam has played a significant role in this.

Stories A and C originally seemed to be contradictory, as some interviewees were of the opinion that only story A was the most significant explanation. After further investigation the Evaluators concluded that stories A and C are actually mutually reinforcing: the increase in numbers of reported cases of VAW have gone up because of the increased awareness and acceptance and through investments in the security infrastructure, for example by setting up Provincial Commissions to implement the EVAW law. Both changes are dependent on each other: without increased awareness and acceptance, women will not be more inclined to report incidents, but without improvements in infrastructure, the reports will not be better recorded at the police stations and beyond.

Conclusion on Outcome Statement and Oxfam’s contribution

Outcome Statement 1 has been materialised in part as there was a steep increase in the number of women who have reported incidents of VAW and the number of police officers that have recorded their cases, especially in Kabul and Herat provinces. It is very possible that the real number of reported incidents is higher than the number of recorded incidents. However, the increase in the number of court cases and convictions has remained very low compared to the increase in reported incidents. This means that, although there is a significant movement around the issue, the improvements on the level of law enforcement are limited.

Oxfam’s interventions have made some contribution. Oxfam’s role in causal story A is that Oxfam’s programmes have supported some of the Women’s Rights NGOs who have advocated for improved implementation of the EVAW law. Oxfam has not had any direct influence on the local and national media that played a critical role in this story. The RiC campaign does not play a role in this story. There is evidence that Oxfam (RiC) has played a limited role in causal story B. The section in the SSR report has had limited media impact and there is no evidence that Oxfam’s advocacy work has had an impact on the increased
number of women in the police force. Oxfam’s role in causal story C is the largest. There is evidence that various actors in TCNs and ICBs have been influenced by Oxfam’s advocacy. There is also strong evidence that the International Community has successfully pushed for more effective control of the Afghan government around the implementation of the EVAW law. The limitation is that some key actors claim they would have done this to some extent anyway.

**Contribution score chart**

The table below summarises the extent to which the outcome has materialised and to what extent Oxfam’s RiC campaign has contributed to this.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Rating</th>
<th>Short Commentary (including reference to other evidenced explanations as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1.1 Implementation of the EVAW law has improved in the period mid-2010 to mid-2012</td>
<td>AR</td>
<td>The outcome has been materialised in part as there was a relatively steep increase in the number of reported and recorded cases of VAW. However, the number of court cases and convictions has remained very low. Oxfam’s interventions made some contribution by influencing the International Community to increase pressure from key international actors, leading to more effective government control over the legal system. Local and national (edutainment) media in combination with advocacy work of local and national CSOs/women’s rights NGOs have increased awareness and acceptance of the EVAW law.</td>
</tr>
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### 5.2.2 Findings

If we define ‘improvement in the implementation of the EVAW law’ in terms of an increase in reported incidents, court cases and convictions, there is evidence that the outcome has materialised. The Afghanistan Independent Human Rights Commission recorded 4,010 cases of violence against women from 21 March to 21 October 2012 throughout Afghanistan compared to 2,299 cases recorded for the entire solar year in 2011. Also, UNAMA observed that prosecutors from 22 provinces registered 1,538 reported incidents of violence against women. Although still presumed to be the tip of the iceberg, these numbers indicate a sharp increase in registration of reported incidents compared to UNAMA’s previous findings, when prosecutors registered 529 reported incidents of violence against women from the same 22 provinces. The report concluded that the number of reported cases is increasing, but the numbers of court cases and convictions are seriously lagging behind.

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43 According to Oxfam RiC staff, increasing the number of women in the police force has been an element of RiC’s SSR work so far, but not a major focus. Currently (April 2013), RiC is working on a briefing paper on the need for more female police.


45 UNAMA report: *Still a long way to go*, pp 13–16.

46 http://unama.unmissions.org/LinkClick.aspx?fileticket=Qy9mDiEa5Rw%3D&ta p. 17.
Findings per causal story

Causal story A

‘Local and national media in combination with the advocacy work of local and national CSOs/ women’s rights NGOs have created increased awareness around violence against women and women’s rights under the EVAW law. It also influenced people’s perception of the acceptability of VAW. These factors have led to a stark increase in the numbers of reported and recorded cases of VAW and a limited increase in the numbers of court cases and convictions.’

Rating

This story is the most salient one, with the strongest evidence-base of reports and interviewees across all stakeholder groups. All interviewees mentioned increased awareness and acceptance at the community level as key factors contributing to the increase in the number of reported and recorded incidents. This is supported by the UNAMA report Still a Long Way to Go. The vast majority of interviewees mentioned that local and national media have played a crucial role. The second most important factor according to the interviewees has been the work of local Civil Society Organisations and Women’s Rights activists. In some cases there is overlap, as NGOs work with media as part of their campaign strategy.

The RiC campaign has not worked with national and local media. Oxfam programmes have supported local and national CSOs, and the RiC campaign has worked with Afghan Women’s Network (AWN), which has national level programmes around improved implementation of EVAW.

Evidence

All interviewees agreed that both national and local media and community level CSO work have played a pivotal role in the increase of reported and recorded cases of VAW. They have both contributed to increased awareness of the issues so that women are more inclined to recognise VAW and understand their rights. Additionally, these interventions have contributed to more acceptance by both men and women of women’s rights and why it is important for the community to respect these.

National and local media

Local media is more popular in rural areas and therefore plays an important role in reaching women in isolated regions. Interviewees across all stakeholder groups stated that national and local/regional media have played a critical role in the improvements around EVAW. They all mentioned increased awareness as a key factor. Women are now more aware of the fact that violence against women is not normal and that they do not have to accept it. Media coverage has also contributed to awareness about their rights and the existence of the EVAW law.

This assumption is supported by statistics: In regions where media and CSOs have been particularly active, such as Bayman province, the numbers of reported and recorded
incidences of VAW have gone up significantly. In a number of cases, there was a correlation between stories that were carried by the media and convictions of perpetrators of VAW.47

Many interviewees specifically highlighted the impact of edutainment programmes. Several interviewees (from TCNs, ICBs and ACS) claimed that the increased levels of acceptance of women’s rights under the EVAW law at the community level are a direct result of edutainment media. The example that was most referred to is BBC’s radio programme ‘New Home New Life’, a very popular soap series with a weekly listenership of 39 per cent of Afghan adults.48 Edutainment49 is a proven and effective method of changing awareness and attitudes around VAW issues.50 The programme is produced in liaison with CSOs.

Several interviewees (including from the media sector) state that the number of news stories about VAW has gone up significantly. There are different perceptions from interviewees about what the influence of CSOs has been on the local media. A stakeholder from the media sector claimed that the media themselves have made certain stories go viral. Others say that CSOs have provided a lot of input and guidance to the media, for example through capacity building and organising round tables. These perceptions could be complementary.

From the interviews with Oxfam staff, no causal relations can be found between Oxfam’s interventions (either through the RiC campaign or the programmes) that have actively influenced the national and local media’s role in the increased awareness and acceptance of women’s rights under the EVAW law.

Local CSO programmes
Most interviewees (TCN, ICB, ACS) believe that after national media, the most important cause of the increased reporting of VAW incidents is the work of local civil society. This has both contributed to increased awareness and acceptance at the community level.

Through its programmes, Oxfam supports a number of CSOs that work on this, such as Saba Media Organisation (SMO), Peace Training and Research Organisation (PTRO) and Afghan Women’s Network (AWN). AWN is mentioned by various interviewees as an influential organisation in the context of the EVAW law. The RiC campaign has worked closely with AWN around conferences and other events (see causal story 3), but there is no direct cooperation around their community-level work.

Other factors
The government and international actors have also made efforts to increase public awareness and to sensitise the public to VAW and its harmful and criminal consequences, and to women’s rights generally.51 This was stated in the United Nations Assistance Mission in Afghanistan Mission (UNAMA) report and confirmed by interviewees across various stakeholder groups. For example, the Ministry of Women’s Affairs (MOWA) has sponsored TV spots to raise awareness. Several respondents (from TCNs and from ICBs) state that the

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47 http://unama.unmissions.org/LinkClick.aspx?fileticket=Qy9mDIEa5Rw%3D&ta. p. 9.
48 http://www.bbc.co.uk/medialaction/where_we_work/asia/afghanistan/afghanistaneducation.html
49 See, for example: http://breakthrough.tv/
51 UNAMA report: Still a long way to go. p. 13.
UNAMA report itself has also greatly contributed to the increased level of awareness, and to more women filing complaints about VAW.

Several interviewees mention that the sharp increase in the use of mobile phones and social media is also creating a change in the level of women’s awareness, although this is still at an early stage and therefore difficult to evidence. Interviewees from TCNs and ICBs mentioned that the media sector in the broad sense has increased greatly over the past years, and quality journalists have developed at the local level.

Interviewees from ICBs and the Afghan government highlighted that, although awareness is increasing quite fast, the level of acceptance is a key bottleneck: ‘At the community level, policy implementations needs to be supported by law enforcement combined with gender sensitisation and influencing religious leaders such as imams.’ The respondents also emphasised that, as each area is so different, there is a need to deploy tailor-made regional strategies to increase acceptance: ‘You cannot apply a blanket strategy.’ The RiC campaign does not have a strategy to increase acceptance at the community level, although this is considered to be a key barrier. This provides an opportunity to improve its effectiveness in the next strategic period.

Causal story B
‘The work of Oxfam around women in the security sector, notably the section of the SSR report on the role of women and related lobby work, has led to increased reporting on VAW because it has contributed to an increase of women in the police force. The media attention around more female police has led to more awareness and acceptance of women’s rights under the EVAW law, and the increased numbers of women in the police force have had a direct impact on the number of cases reported and recorded, as women feel safer to report incidents in police stations where women work.’

Rating
This story is the least salient one. The causality between increased numbers of incidents reported, and increase in female police is confirmed by the UNAMA report and by interviewees across stakeholder groups. However, the numbers remain low, as the increase of women in the police force has been lagging behind. The influence of Oxfam’s lobby and advocacy work so far has been hard to evidence. Oxfam has made a small contribution by keeping the importance of women in the police force on the agenda of the International Community.

Evidence
The number of women in the security sector has increased and the Ministry of Interior's strategy calls for a corps of 5,000 women police officers by 2014, but there remain a number of challenges to reaching this goal. According to interviewees from ICBs and TCNs, ISAF is having difficulty finding women because of the security risks and lack of social acceptance. Other factors are low literacy, a heritage of the Taliban’s prohibition of girls’ school attendance; lack of security, lack of childcare, threats and fear of retaliation by anti-

52 From 2013 onwards, Oxfam is planning to intensify its campaign work to support female police officers.
government elements. Other sources speak of government neglect, poor recruitment and a lack of interest on the part of authorities and the male-dominated society. The result is that by end 2012 there are only 1,850 female police officers on the beat, or about 1.25 per cent of the entire force. These are tough obstacles to overcome, either for the government or for Oxfam. In conclusion, the number of women in the police force has gone up, but not as much as planned.

**Reported incidents**

The causal relation between more women in the security sector and the increase in reported incidents is assumed by various respondents and the UNAMA reports because women are more inclined to share their experiences with another woman than with a man, especially around issues of VAW. Having more women in the police force is expected to lead to more respect for women’s rights by, for example, the police who administrate the complaint. Therefore Family Response Units (FRUs) in police stations are supposed to be commissioned to deal with domestic violence and child abuse cases. However, according to Oxfam staff, the implementation of these units in reality is often poor. UNAMA/OHCHR found that police in provinces where FRUs have been successfully established and whose members are mainly female, generally receive more complaints and are more likely to act upon them.

**Oxfam report**

In May 2010, Oxfam published the report *No Time to Lose,* a policy brief on reform of the Security Sector. This report included a section with recommendations for the role of women in the security sector. According to Oxfam staff, the media pick-up on this was very limited. The Evaluators could not find any evidence that there was a causal relation between the increase of women in the security sector and Oxfam’s report.

**Lobby**

Since the Chicago conference in May 2012, the RiC campaign has consistently highlighted with key decision makers the need for more female police and contributed to keeping the issue on the agenda. The recruitment of more female police officers started end 2010, in March 2011 over 1,000 women had been recruited and after two years 1,850 female police

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55 http://www.reuters.com/article/2012/12/19/us-afghanistan-police-women-idUSBRE8BI07T20121219
57 No further evidence could be found to support this.
59 See, for instance, several newspaper articles:
http://www.parliamentariansforconflictprevention.net/declaration/strenghtening-role-women-mps-peace-and-security-afghanistan
http://www.guardian.co.uk/world/2020/apr/06/fawzia-koofi-afghanistan-mp-bennett
were on the force. The lobby work of RiC focused on international support for higher numbers, but the ambitions in terms of numbers already seem to be far higher than is feasible. The problems are in the implementation rather than in the targets. Therefore attribution of the increase in the numbers of female police to Oxfam’s interventions is unlikely.

Causal story C
‘Oxfam’s advocacy work to influence the international community has led to increased pressure from key international actors on the Afghan government to allocate more resources to improved law enforcement, and to demonstrate more political will to enforce the law. This has led to more effective government control over the legal system. This, in turn, has led to an increase in the number of reported incidents recorded by police officers and in the number of court cases and convictions of perpetrators.’

Rating
This is the story in which the role of Oxfam has been the strongest and clearest, in terms of their level of engagement. The influence of the International Community on the effectiveness of government control is strong, and has had a clear impact. The overall impact of the campaign interventions on the International Community actors is limited, as they sometimes are already pursuing the same objectives and are already allocating the funds. Most TCNs and ICBs however, feel that Oxfam’s campaigning has strengthened them in their push for better government control around the implementation of the EVAW law.

Evidence
Oxfam has worked to influence the International Community on various occasions and along various routes. The key interventions were conference lobby; bilateral lobby with key TCNs and IBCs; international media work; and popular mobilisation (Green Scarves Campaign).

Influence of International Community
According to the TCNs interviewed (Netherlands, UK and Germany), they (and other TCNs) are pushing very strongly for women’s rights by pressuring the Afghan government and by allocating funds to policies and implementation of the EVAW law. The influence of the International Community is very strong because the government is highly dependent on TCNs to fund policy implementation, and on some International Coordinating Bodies (ICBs), such as the UN, to support the implementation with other resources.

Improved government control
The Afghan government has set up Provincial Commissions with donor funds, to ensure better implementation of EVAW. Although they have been struggling to fulfil their mandate, they signify an important step in the improved government control. An ex-government official interviewed elaborated that MOWA has made serious efforts, but it is very difficult to reach people in remote areas. Another key barrier to successful implementation, according to interviewees from various stakeholder groups, is low acceptance at the local community level. Implementation is driven by the International Community and women’s rights are seen

62 http://www.oecd.org/dac/stats/AFG.gif
63 http://unama.unmissions.org/LinkClick.aspx?familyticket=Qy9mDiEa5Rw%3D&ta p.5.
as a ‘foreign agenda’. As a consequence, some provincial committees are ‘just for show’ and don’t really implement, according to an interviewee from the Afghan government. However, in some cases the Central Committees are said to be effective. Cases where they are not effective are often due to staffing issues, for instance when the head of the committee is the governor, or some staff members are religious or tribe leaders – often not in favour of women’s rights.

Despite the lack of acceptance in most layers of society, several interviewees state that the attitude of the government has improved somewhat. This is largely due to the increased number of female voices within the government. What is mentioned by some (TCNs, CSOs, ICBs) as a threat is that several MPs are actively trying to make amendments to the EVAW law that would seriously undermine its purpose. The sections on minimum age for marriage are said to be particularly under threat.

Overall, increased political will is hard to evidence. However, according to interviewees across different stakeholder groups, the support for women’s rights among Afghan decision makers is seriously under threat. According to various articles and reports, the situation has been deteriorating over the past years and with the peace and reconciliation process taking place and the 2014 deadline approaching, women’s rights risk falling off the agenda. Therefore, maintaining the current level of political will preventing it from deteriorating is already considered a great win. This view is shared by interviewees from Oxfam and other stakeholder groups. Keeping the pressure on the Afghan government to publicly support women’s rights, even if it is only lip service and not real political will, is a win compared to losing even that.

**Conference lobby**

Oxfam has advocated for resource allocation for women’s rights on various occasions. It is difficult to evidence how exactly this has influenced decision makers, but generally interviewees were of the opinion that pressure from civil society has played a role in this.

The lobby work of the RiC team (in Kabul and through affiliates) was largely centred around the international conferences on Afghanistan in Chicago, Bonn and Tokyo. It is generally perceived (by several ICB staff) that NGOs had more influence in Bonn than in Tokyo. One TCN staff member was under the impression that during the international conferences, the objectives of the NGOs were not clear and that there was little coordination. It is worth mentioning her individual perception as she has observed the NGO lobby at the conferences both from the perspective of TCN delegate based in Afghanistan and from her previous job position working in the NGO sector in London.

One ICB representative claimed that Oxfam’s work on Tokyo and Chicago has really contributed to better outcomes. Her concern, however, is that the gap is widening at the community level: ‘We have enough policies. Implementation is the problem’. This vision was shared by interviewees from civil society.

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**Bilateral lobby**

In addition to the conference lobby work, Oxfam has also been involved in bilateral lobbying with TCNs and ICBs. Interviewees from one TCN indicated that in most cases they already agreed with Oxfam's lobby statements and that Oxfam is sometimes ‘knocking on an open door’, as they are already pushing quite hard for women’s rights and already allocate the funds. They sometimes perceive Oxfam as ‘shouty’ and ‘not targeting the right actors’. Staff members from another TCN said that, although they generally already have the same objectives as Oxfam, the work of RiC is very much appreciated because they need a third party to keep the pressure on the issue, as sometimes women’s rights tend to fall off the table internally.

Interviewees from ICBs were overall very positive about the impact of Oxfam’s lobby. They said it has helped them to make their point better, and sometimes take a stronger position. Two people mentioned the report *A Place at the Table* as a source for some of their own advocacy work. Different ICB staff members say that Oxfam’s policy papers and lobby meetings have had an impact on the positions and arguments of the UN and helped the UN to influence the Afghan government to work better on EVAW.

From this it can be concluded that the bilateral lobby has had a positive impact on the push for better government control of the implementation of the EVAW law, with the connotation that the impact on some targets was limited and on others it was quite influential.

**International media work**

The influence of Oxfam’s international media work is difficult to assess. One interviewee (TCN) states that Oxfam is a very powerful actor in the international media, and others also mention Oxfam as influential. It is also mentioned that in the UK, where Oxfam is a strong brand, the media impact is much higher than in countries where the brand is less known.

The media work around Tokyo was widely picked up and there were some donor pledging wins associated with this in Oxfam’s progress reports, although limited on women’s rights and not very clear on causality. As a result of Oxfam and other organisations (notably Afghan Women’s Networks), women have played a major role in the Bonn Conference in December.

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6 Programme learning considerations

Taking into consideration the above findings, the Evaluators recommend the following issues for improving the RiC campaign and for supporting future review processes:

6.1 ‘Theory of Change’ and strategy
The 2010–2012 RiC strategy lacked an overall and commonly agreed change-objective that can be realistically measured, making the assessment of progress and impact difficult. It was not clear which overall objective was pursued and what that decision-making process looked like.

RiC’s Theory of Change and intervention logic need further analysis to enhance logic and consistency. Although some analysis of the context has been done, the Evaluators advise starting with a more in-depth analysis of the problem, so as to more narrowly define the problem that the team wants to tackle in the next strategic phase(s). The team made a start on this in the workshop on January 15, 2013. After this strategic focus has been agreed, the RiC team should do a thorough power analysis, identifying the key power holders and assessing 1) to what extent they can influence the campaign outcome and 2) to what extent they are in favour or against the objective. The workshop in January also made a start with this analysis (see Appendix 1).

- The Evaluators recommend updating the problem, stakeholder and power analyses. External stakeholders could be involved to facilitate the update and/or as a source of additional information.
- Further training and support for both campaign and programme staff on campaign design methodologies, such as methods of problem and power analysis and critical pathway analysis would be helpful.

This further analysis should form the basis of the influencing strategy, identifying one overall objective per issue (e.g. women’s rights), which is Specific, Measurable, Attainable, Realistic and Time bound (SMART). This influencing strategy would be the basis of the logic model. The Evaluators strongly recommend that the campaign team develops a logic model for future strategic phases, as this makes it easier to communicate what the intervention logic is to other team members and various affiliate staff. It also helps to identify where the gaps are between the strategic objective and the activities/interventions.

- Oxfam should develop a focused strategy with one overall SMART objective per thematic issue, as well as an accompanying logic model to enable the team members to assure coherency in the interventions.

68 See, for instance: http://www.thechangeagency.org/_dbase_up/critical_path_analysis.pdf
69 http://en.wikipedia.org/wiki/SMART_criteria
6.2 Communication and media

The international media work is perceived to be successful by stakeholders across sectors. However, in the current strategy there are no specific objectives, messaging guidelines or intervention logic formulated for the overall communications and the media work of the campaign, which makes it difficult to assess how effective the media work is. No audience analysis, media scoping analysis or media impact assessments have been carried out, making it difficult to assess impact and to steer future interventions. Currently, the media work focuses only on the International Community and not on the national level (see next section).

- The Evaluators recommend continued working with the international media.
- The Evaluators recommend formulation of an overall communications strategy as part of the overall strategy, which is coherent with the logic model and in line with the overall campaign objective.
- As part of this communications strategy, the RiC team should formulate a media strategy for all levels, (affiliate countries, international, national and, where strategically relevant, local).
- This media strategy should be based on an audience analysis and a media scoping analysis on all levels.
- A media impact analysis should be carried out regularly and be used for impact assessment.

6.3 National level advocacy

Afghanistan is still a long way from general acceptance of women’s rights. Cultural issues, lack of security for women, lack of childcare, threats and fear of retaliation by anti-government elements and lack of interest on the part of authorities are important bottlenecks. Stakeholders across all sectors mention awareness and acceptance at community and government levels as a barrier to successful campaigning on women’s rights. The RiC campaign currently does not have a national level strategy that addresses these obstacles.

- It is recommended that the campaign further explore which bottlenecks at the national level should, and can be, tackled to achieve RiC’s objectives.
- The RiC Afghanistan team should explore effective strategies for raising the awareness and acceptance of women’s rights (particularly around the strategic objectives), for example through campaign interventions (public engagement strategies, national/local media work), or by tight strategic coordination with Oxfam’s programmes or with other CSOs.

It has become apparent that national and local media (notably edutainment media) play an important role in influencing RiC targets on the national and local level, and to increase awareness and acceptance of protecting women’s rights at the community level. Therefore it is advisable to explore opportunities to strategise on national and local media for the next strategic phase, and to make this strategy coherent with the newly defined logic model.
• It is recommended to further explore ways to actively engage with local media, making use of the growing numbers of quality journalists and media.
• It is advisable to explore possibilities to partner with Afghan media organisations specialised in edutainment and to incorporate this in the future strategy.

6.4 National level lobby
To assure acceptability, understand domestic political developments and create more opportunities for influencing, it is recommended to invest more time in developing relationships with Afghan decision makers (ministry officials of MoWA, MFA, MOI as well as with MPs and members of the HPC). A more structural relationship can create additional spaces and opportunities beyond the planned international conferences and meetings to engage with decision makers on a regular basis and contribute to more pro-active influencing. A thorough stakeholder and power analysis should map out who are the key decision makers on the national level that the RiC team should engage with.

• It is recommended to invest more time in building relationships with key Afghan decision makers, preferably in collaboration with Afghan partners.
• It is advisable to start influencing key decision makers as early as possible in the decision making cycle: well ahead of the international summits and conferences.

In the long term, a strong civil society goes hand in hand with a strong and effective government. Investing in the capacity of Afghan civil society partners to improve research, public engagement, communication, lobbying and advocacy is crucial for them to play a watchdog role and keep government institutions accountable at all levels. Part of the capacity building would need to be directed to enable more Afghan representatives to engage directly with ICBs and TCNs.

• It is advisable to continue (or even scale-up) investment in strengthening the capacity of local partners for evidence-based campaigning.

6.5 Internal campaign organisation
The 2010–2012 RiC strategy has been developed both on an analysis of the situation of women’s rights in Afghanistan and on the interests and priorities of the different Oxfam affiliates in order to assure their buy-in and support for the campaign. The tension between those two dynamics has resulted in a scattered strategy, both in terms of the number of issues addressed and the objectives within one thematic issue. The number of issues currently pursued and the scope of the campaign are not balanced with the resources (staff and budget) available.

Designing a more focused strategy (as described above) offers the potential to significantly increase the impact of the campaign, as the (constrained) time and resources would be more efficiently and effectively deployed and not spread too thinly over multiple targets and activities.
- It is advisable to develop procedures for the confederation that enable international campaign teams to find a balance between focused interventions working towards one common strategic objective (for the campaign as a whole and per theme) and dealing with the different priorities/interests of the different affiliates on the various RiC themes.
- It is recommended that the scope of the campaign is better balanced with the staff and budget capacity.

Evidence-based campaigning strengthens legitimacy and credibility and contributes to a more influential campaign. It can be supported by linking the experiences of (Oxfam’s) programmes at local level with the RiC campaign. Furthermore, closer collaboration with the programmes allows for the development of strategies that take into account the local dynamics in each region, thereby increasing acceptance levels of women’s rights.

- It is recommended that relevant programme staff be involved from an early stage onwards into the development of the campaign strategies and actions, and to ensure mutual strategic alignment where possible. As mentioned above, this will require campaign training for programme staff.

Most of the documents provided to the Evaluators via the Karl community lacked clarity about their status/source/dates/audiences/etc. This made it more difficult and time-consuming for the Evaluators to find the right data for the right purpose and sometimes even impossible to use the data. Also for internal learning it is advisable to improve documentation.

- The Evaluators recommend structuring, dating and labelling all future documents to facilitate communication and learning, for example by using formats.

6.6 Working with the International Community

The reconstruction of Afghanistan needs long-term support from the International Community. This is, therefore, a very important element of the RiC campaign. Strategies could be developed that include the Afghan Diaspora in key TCNs to strengthen TCNs long-term commitment with Afghanistan. Afghan Diaspora can be directly involved in the campaign to increase pressure and enhance public support in TCNs for Afghanistan.

- The Evaluators recommend exploring ways to include the Afghan Diaspora in TCNs in the advocacy work of RiC.

The coordination of joint civil society input for international conferences is perceived to be successful and important.

- The RiC team should continue its coordinating role of CSOs before and during international conferences.
Appendix 1: Input for next strategic phase

Introduction
This document is based on the workshop held on Friday January 11, 2013 in Kabul. The participants in the workshop were: Kate O’Rourke, Dimitrie Todorovich, Louise Hancock and Roslyn Boatman of the RiC Team in Kabul. The workshop was facilitated by Sharon Becker, The Coalition Factory.

Objective
The workshop was intended to build further on the workshop that was held in London on Monday January 7, 2013. Louise Hancock attended this initial workshop, however, she felt that the draft logic model that resulted from it did not represent the discussion that had taken place. It was therefore decided to just start with the analysis of the section on women’s rights, and work forward from the current strategic objective.

This document is intended to serve as input for a further strategy design process, following the recommendations in Section 6. Further analysis and design is needed to construct a logic model and critical pathway of interventions.

Process
The Evaluators advise further elaboration on this objective, asking the following questions (using the SMART methodology):

- What is the current situation in terms of qualitative and quantitative participation for each of the APRP bodies?
- Is this objective Specific and Measurable enough?
  - For example: What does ‘more meaningfully’ mean?
  - When is the campaign successful?
- Is this objective Attainable/Achievable?
  - Where does Oxfam have a potential (indirect) influence and to what extent?
  - What can Oxfam never influence?
- Is the objective Realistic and Time bound?
  - Is the time period realistic?

After adjusting the objective, the problem analysis can be revisited and key ‘leverage points’ identified. Leverage points are those causes identified where the campaign can make a real change. This means that they can be influenced and have a wide impact. This analysis forms the input for future intervention strategies.

The next step is the stakeholder analysis. During the workshop the first step in this process has also been taken. Table A1 shows the results of the exercise. Further analysis is required and stakeholders can be grouped as either allies (low power, high support), opponents (high power, cannot be influenced) and targets (high power, but can be influenced).
Results of the workshop

Problem Analysis
In the workshop a start was made with the problem analysis. This resulted in the problem tree below. All vertical lines are causal relations.

Formulation of the objective
Following on from the analyses, the main problem was identified as follows:
The current peace talks are highly likely to result in a settlement that threatens women’s rights. Women’s Participation in the Peace and Reconciliation Process (WPPRP) is deemed necessary to ensure that women can defend their rights in any future settlement, as these rights are expected to be the subject of negotiation with the Taliban.

To ensure that women’s participation will contribute to a situation where they can defend their rights, they need to:
1. Participate in sufficient numbers so that their voice can be heard (30 per cent)
2. Participate in a meaningful way: providing valuable content to the discussion that is taken seriously by all parties at the table.

The strategic objective was formulated as follows:
‘By mid-2014 women are participating more meaningfully in the Afghan Peace & Reconciliation Process (APRP), with a minimum of 30 per cent representation in the Provincial Peace Councils and other major bodies’

The specific objectives were identified at technical, cultural and political level:

Technical
X number of women in provinces A, B and C have increased their awareness and skills on peace building and the reconciliation process by the end of 2013.

Cultural
X number of communities actively support the programme criteria for women’s participation in the peace process.

Political
• By the end of 2013, key international stakeholders publicly support previous commitments made.
• By the end of 2013, key donors advocate for improved selection procedures in Afghan government bodies (transparency, competencies, timeliness).
• By mid-2013, donors X, Y and Z provide funds for protection mechanisms to enhance the participation of women in the peace process negotiations.

70 These other bodies are: the APRP Joint Secretariat (national & provincial), High Peace Council, and Informal groups and associations. It was recognised that the participation in for example the High Peace Council cannot be influenced. Therefore the objective needs to be slightly redefined.
Stakeholders and power mapping

The following stakeholders were identified and an assessment was made of their power and position with regard to the strategic objective.

Table A1 Stakeholders and power mapping.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Power (+++ very powerful; ++ powerful, + some power)</th>
<th>Position towards campaign objectives (+ to +++ positive; &gt; to &gt;&gt;&gt; can be influenced; - to --- negative)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mulahs</td>
<td>+++</td>
<td>---</td>
</tr>
<tr>
<td>Community leaders/elders*</td>
<td>+++</td>
<td>- / &gt;</td>
</tr>
<tr>
<td>National media</td>
<td>++</td>
<td>+ / &gt; / -</td>
</tr>
<tr>
<td>Female leaders</td>
<td>+</td>
<td>+++ / &gt;&gt; / --</td>
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<tr>
<td>Provincial arms of APRP</td>
<td>+</td>
<td>--</td>
</tr>
<tr>
<td>INGO</td>
<td>++</td>
<td>++</td>
</tr>
<tr>
<td>NGOs/Peace Network</td>
<td>++</td>
<td>++</td>
</tr>
<tr>
<td>Provincial Council</td>
<td>+</td>
<td>- / &gt;</td>
</tr>
<tr>
<td>Provincial Governor</td>
<td>++</td>
<td>- / &gt;&gt;</td>
</tr>
<tr>
<td>District Council</td>
<td>?</td>
<td>? / -</td>
</tr>
<tr>
<td>District Governor</td>
<td>?</td>
<td>? / -</td>
</tr>
<tr>
<td>Shadow Governors</td>
<td>+++</td>
<td>---</td>
</tr>
<tr>
<td>Religious scholars</td>
<td>+++</td>
<td>&gt;&gt;&gt;</td>
</tr>
<tr>
<td>Local media (radio)</td>
<td>++</td>
<td>+ / &gt;&gt;&gt;</td>
</tr>
</tbody>
</table>

*The stakeholders marked in bold have the highest campaign target potential in terms of their position, level of power and the extent to which they can be influenced.

Next steps to take

- Elaborate on the power analyses and stakeholder analyses initiated above.
- Elaborate on the development of SMART objectives and indictors for monitoring progress.
- Elaborate on the campaign strategy based on the results of the stakeholder and power analyses: Who are the campaign targets and how can they be influenced? What is the key message? To whom and through which channels should this be communicated?
• Create a detailed action plan, including planned activities, expected outputs, indicators, responsibilities, timing and budget.
Appendix 2: Documentation reviewed

Internal documents


Terms of Reference for Oxfam Briefing Papers & Briefing Notes

Oxfam, 1325 Rights in Crisis Afghanistan, 22 March 2012

Regional political context, March 2012

International political context, March 2012

Domestic political context, March 2012


Afghanistan Rights in Crisis Strategy, July 2010–June 2012


Afghanistan RiC Update: The Kabul Conference and Beyond

Oxfam progress reports

OI Campaigns, Report Afghanistan, 2010

Afghanistan RiC Campaign Update, 29 November 2010

Final RiC Campaign Report, 24 January 2011

OI Campaigns, Action Plan/Progress Report, March 2011

Advocacy and Lobby Update for the 10 year mark, October 2011

RiC Campaign Report, 2 November 2011

OI Campaigns, Action Plan/Progress Report, November 2011

RiC Campaign Report, May 2012

Afghan Advocacy Update, September 2012

Afghanistan RiC Campaign Update, December 2012

**Lobby and Advocacy**

Afghan civilian protection during security transition: briefing ahead of NATO summit, 20–21 May 2012

Associate Parliamentary Group on Women, Peace and Security, BRIEFING: DFID’S WORK ON WOMEN’S RIGHTS IN AFGHANISTAN, Committee Room 6, House of Commons, 18.00–19.00, 20 November 2012

Husaini, Reza, Women’s Participation in the Peace Process and Negotiation Table: The need of sustainable and inclusive peace in Afghanistan, October 2012

Joint briefing paper: No time to lose: Promoting the accountability of the Afghan National Security Forces, 10 May 2011

Letter to H.E. Anders Fogh Rasmussen, NATO Secretary General, October 2012

Letter to Prime Minister David Cameron, MP, 1 May 2012

Letter from EU External Action Service to ENNA, 20 April 2012

Letter to NATO Special Representative Women, Peace and Security, 20 September 2012

Oxfam input into APC submission to expert POC working group on the ISAF mandate renewal, September 2012

Oxfam, Bonn Conference 2011: Time to get it right in Afghanistan, December 2011

RiC Afghanistan, Post Tokyo Analyses

Save the Children, Oxfam and World Vision, The Administration, Management and Objective of Australia’s Overseas Development Programs in Afghanistan in the Context of the ‘Transition Decade’, submission to the Foreign Affairs, Defence and Trade Committee Department of the Senate, August 2012

The future of Afghanistan: Development progress and prospects after 2014, Submission from Oxfam, June 2012

The UK’s foreign policy towards Afghanistan and Pakistan, Submission to the Foreign Affairs Committee inquiry from Oxfam GB, 7th October 2010
## Appendix 3: List of key informants

<table>
<thead>
<tr>
<th>Sector</th>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oxfam</td>
<td>Louise Hancock</td>
<td>Oxfam International</td>
</tr>
<tr>
<td></td>
<td>Roslyn Boatman</td>
<td>Oxfam International</td>
</tr>
<tr>
<td></td>
<td>Kate Hughes</td>
<td>Oxfam Novib</td>
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<td></td>
<td>Shaheen Chugtai</td>
<td>Oxfam GB</td>
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<tr>
<td></td>
<td>Mariken Gaanderse</td>
<td>Oxfam Novib/consultant</td>
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<tr>
<td></td>
<td>Floortje Klein</td>
<td>Oxfam Novib</td>
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<tr>
<td></td>
<td>Sachitra Chitrakar</td>
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<td></td>
<td>Pimpisa Sriprasert</td>
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<tr>
<td></td>
<td>Robert Lindner</td>
<td>Oxfam Germany</td>
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<tr>
<td></td>
<td>Gloria Martinez</td>
<td>Ex Oxfam Australia</td>
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<tr>
<td></td>
<td>Steph Cousins</td>
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<td></td>
<td>Sarah Boyd</td>
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<tr>
<td></td>
<td>Maura Hart</td>
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<td>Takumo Yamada</td>
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<td>Anita Kattakuzhny</td>
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<td>Dieneke van der Wijk</td>
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<td>Azita Rafaat</td>
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<td>Surendrini Wijeyaratne</td>
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<tr>
<td>TCN</td>
<td>Tim Kos</td>
<td>Dutch Embassy, Kabul</td>
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<td>Rana Abawi</td>
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<td>Matthew Lewis</td>
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<td>Amanda Barrie</td>
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<td></td>
<td>Paula Sastrowijoto</td>
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<td>Michelle van den Berg</td>
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<td>Mari Skaare</td>
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<td>Amie Ferris-Rotman</td>
<td>Reuters</td>
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<tr>
<td>Resource person</td>
<td>Noorin Nazari</td>
<td>Independent Consultant</td>
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