Oxfam GB Project Effectiveness Review
Management Response

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Name of Project reviewed: Rights in Crisis Campaign Afghanistan
Date: 1 July 2013

The participation of Afghan women in the Peace and Reconciliation Process is maintained on the agenda of key Afghan decision makers

<table>
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<th>Outcome</th>
<th>Rating</th>
<th>Short Commentary (including reference to other evidenced explanations as appropriate)</th>
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<td>The outcome has been realised in full as the women's participation in peace and reconciliation process (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. The evaluation rated this on the basis of two dimensions: the extent to which the outcome has been materialised and the extent to which the intervention has made a contribution. On the basis of three causal stories, the evaluation report puts Oxfam’s interventions and influence in perspective saying Oxfam made a direct and indirect contribution by maintaining pressure on key international stakeholders from Troops contributing countries and International Coordinating Bodies (ICBs) through lobby meetings, providing policy information to key stakeholders, through their international media work and by facilitating access of Afghan civil society to international stakeholders. Oxfam briefing paper “A Place at the Table” might have helped reinforce the support by international opinion leaders such as Hillary Clinton and others for WPPRP, putting weight behind achieving the outcome. 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 putting the topic on the international and Afghan agenda.</td>
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1. What follow-up to the review have you undertaken or planned (if any) e.g. discussion, analysis, workshop?

The campaign is reviewed regularly as standard practice. Not including this evaluation, the campaign team itself has undertaken light reviews after major campaign actions as well as conducting or commissioning more substantial annual evaluations (incorporating feedback from various external actors).

The findings of these evaluations are presented and discussed at annual strategy meetings, involving campaign and non-campaign colleagues from different Oxfam affiliates at country, regional and head office levels in order to inform future planning. The next such meeting is 16-18 July 2013.

2. Overall, do the findings concur with your own expectations or assessment of the project/programme's effectiveness?

The findings of full and partial success respectively for the two areas of work that were evaluated are broadly in line with expectations. The fulfilment of set objectives continues to face extreme contextual challenges such as structurally weak governance, weak rule of law, deteriorating security and Afghanistan’s conflict-affected politics (as well as internal challenges such as staffing and funding issues).

Successes in both areas of work are also linked to long term development issues relating to socially entrenched gender discrimination and hence, in the short term, progress in such areas (both for campaign and non-campaign activities) is likely to be slow and setbacks can be
expected. Largely for this reason, the campaign itself has moved from working from a one-year strategy towards a two-year strategy with an informal understanding that sustained efforts even beyond this timeframe are desirable in order to achieve and consolidate progress.

3. Did the final results of the Effectiveness Review identify areas that were particularly strong in the project (i.e. large impact)?

The results showed that Oxfam’s campaign actions made “an important contribution” to maintaining women's participation in the peace and reconciliation process on the agenda of the international community and Afghan decision makers. The evaluation attributed this impact in particular to bilateral lobbying, conference-related lobbying and advocacy, Oxfam’s report “A Place at the Table” and Oxfam’s broker/liaison role in helping Afghan civil society to participate in international meetings and conferences. The combined use of these interventions at specific points in time (such as the international conferences) enhanced the effectiveness of the RiC campaign, the evaluation found.

*If so, please comment briefly on why you think this was so.*

We believe this success was due to a combination of factors, including the strong capacity of advocacy staff in Afghanistan and elsewhere where lobbying took place (e.g. in Berlin, Brussels, the Hague, London and New York), the ability of Oxfam advocacy staff to build and influence coalitions and alliances in various locations, and the campaign team’s ability to mobilise and coordinate various global campaigning and policy resources simultaneously and strategically. Oxfam campaign colleagues were also able to draw upon information and support from Oxfam’s country programmes in Afghanistan, coordinating activities where practically possible to maximise impact.

4. Did the final results of the Effectiveness Review identify areas that were weak or very weak (i.e. no or very little impact)?

The review found that there are 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 security sector were not very effective.

The missed opportunities at the national and regional level, particularly in relation to media, were largely a result of underfunding and understaffing: the posts of national advocacy officer and national media officer in Afghanistan were unfilled throughout the period reviewed.

5. a) Is the reviewed project continuing? If yes, what actions are being taken in response to the weak areas identified in question 4?

The reviewed projects have continued and, in fact, successes have been achieved for an objective assessed as “partially met” after the evaluation ended in December 2012: notably, a planned change to DFID’s operational plan revealed in early 2013 to prioritise work to tackle violence against women, which followed a period of advocacy by a UK coalition of NGOs in which Oxfam played a leading role.
With respect to the missed opportunities, the national advocacy officer was recruited in May 2013 and a national media officer is likely to be recruited later this year.

### b) What actions are you planning in response to the Programme Learning Considerations?

A number of actions will be taken in response to the Programme Learning Consideration. 1). Training and support to both programme and campaign staff on campaign design methodologies such as problem identification and power analysis methods to build their understanding on influencing work. 2) More focus on media and communications work - a joint communications and media strategy in line with overall campaign objectives. 3) A full awareness campaign on increasing acceptance of women's rights in Afghan society. 4) Effective use of and work with national and international media and key journalists. 5) Focus of RiC campaign on Afghan decision makers and key players. 6) Investing in strengthening capacity of local partners for evidence based campaigning on women's rights. 7) Documentations of policy positions and their dissemination. 8) Exploring ways to include Afghan Diaspora in TCNs in the advocacy work.

### 6. If the project/humanitarian response is ending or has already ended, what learning from the review will you apply to relevant new projects in the future? How can the Regional Centre and Oxford support these plans?

The evaluated projects are not due to end until the end of the campaign strategy's two-year term in mid-2014. Findings from this review will contribute to discussions at the mid-term strategy meeting in July 2013 and at the end of term strategy meeting in 2014, when decisions about which learning to apply to any new projects will be taken.

**Oxfam will publish the reports. If you have objections to this, please say so and explain why.**

No objections.