

POLICY INFLUENCE IN THE RUSSIAN FEDERATION

Evaluation of advocacy and campaigning on
climate change

Effectiveness Review Series

2013/14



Photo: Report on development and launch of Clicr.ru climate campaign (July-September 2009)

SVETLANA KOZLOVA & MIKHAIL PALTSYN
OXFAM GB

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ABBREVIATIONS

AKKOR	Association of Farmers and Agriculture Cooperatives of Russia
CAN	Climate Action Network
COP	Conference of the Parties
CSO	Civil Society Organisation
DAC	Development Assistance Committee
ER	Effectiveness Review
GPF	Global Performance Framework
logframe	Logical Framework
M&E	Monitoring and Evaluation
MECIS	Middle East and Commonwealth of Independent States
MEL	Monitoring, Evaluation, and Learning
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
OPAL	Oxfam Programme, Accountability and Learning system
Oxfam GB	Oxfam Great Britain
OI	Oxfam International
RBM	Result-Based Management
RGU	Russian Grain Union
RIAC	Russian International Affairs Council
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
TOC	Theory of Change
TOR	Terms of Reference
UNEP/GEF	The United Nations Environment Program Division of Global Environment Facility Coordination
UNFCCC	The United Nations Framework Convention on Climate Change
WWF	World Wide Fund for Nature

CONTENTS

Acknowledgements	2
Abbreviations	3
CONTENTS	4
1 Executive summary	6
1.1 Brief Overview of the project.....	6
1.2 Identification of key outcomes.....	6
1.3 Evaluation design and methodology	7
1.4 Findings.....	7
1.5 Programme learning considerations	9
1.5.1 Key lessons	9
1.5.2 Key recommendations.....	11
2 Introduction.....	14
3 Evaluation design	15
3.1 Methodology.....	15
3.2 Development of logic model.....	16
3.3 Data collection strategy.....	26
3.4 Limitations.....	28
4 Project description.....	30
5 Findings.....	32
5.1 Processes affecting attainment of project results.....	32
5.1.1 Project preparation and readiness.....	32
5.1.2 Project design	33
5.1.3 Implementation approach, management and project finance.....	35
5.1.4 Oxfam supervision.....	37
5.1.5 Reporting, monitoring and evaluation	38
5.2 Outcome 1	43
5.2.1 Salient causal stories	46
5.2.2 Findings.....	46
5.2.3 Outcome rating.....	50
5.3 Outcome 2	51
5.3.1 Salient causal stories.....	52
5.3.2 Findings.....	52
5.3.3 Outcome rating.....	59
5.4 Outcome 3	59
5.4.1 Salient causal stories.....	66
5.4.2 Findings.....	66
5.4.3 Outcome rating.....	75

6 Programme learning considerations	77
6.1 Key lessons	77
6.2 Key recommendations.....	83
6.2.1 Recommendations from Oxfam experts and partners	83
6.2.2 Recommendations by Evaluators	85
7 Conclusion	91
Appendix 1: Terms of Reference	96
Appendix 2: Evaluation questions, data analysis.....	99
Appendix 3: Glossary of terms	101
Appendix 4: Documentation reviewed	102
Notes.....	107

1 EXECUTIVE SUMMARY

1.1 BRIEF OVERVIEW OF THE PROJECT

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. Project 'Advocacy and campaigning on Climate Change in the Russian Federation' (hereafter the project/RUSA 34/Campaign) was selected in this way under the 'Policy Influence/Citizen Voice' thematic area according to OGB GPF standards. Two external consultant Evaluators, Svetlana Kozlova and Mikhail Paltsyn, were hired by Oxfam GB to perform the Effectiveness Review of the project between March and July 2014.

The project was a part of the Oxfam in Russia Economic Justice Campaign. The project was implemented between 2009 and 2014 (five years). It began as a Climate Change Campaign in the lead up to UNFCCC COP15 in Copenhagen in 2009. Climate change was Oxfam International's (OI) campaign priority for 2009. The project was intended to ensure a safe and fair deal to be signed by the Russian government at UNFCCC COP15 in Copenhagen in December 2009.¹

In 2011, the project focus and goal was changed to food security issues following the shift of OI campaign. The new campaign was called the GROW Campaign. The new goal was to 'ensure that Russia plays an active, constructive and responsible role in securing pro-poor policies at the global level on food security and climate change'.² The project was focused on raising awareness of climate change impacts on food production and expanding the space for civil society activism on these issues in Russia.

To achieve the GROW Campaign goal the project worked with wide network of partners and other stakeholders, including international and regional NGOs, research institutions, leading experts in the field of climate change and food security, and relevant government agencies.

The project received funding from different donors, but mainly from the Oxfam network. The total expenditure was £431,195.

1.2 IDENTIFICATION OF KEY OUTCOMES

In collaboration with the project team and Oxfam GB's Monitoring, Evaluation and Learning (MEL) adviser, the evaluation team identified three key project outcomes for the investigation:

Outcome 1: Developed an internet community network in support of climate change and food security issues in Russia.

Outcome 2: Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.

Outcome 3: Increased input from civic organisations and activists into developing governmental policies on climate change and food security issues through promotion of scientific reports, policy recommendations to the government, and participation of experts in the official meetings at national and international levels, specifically G20 and G8.

The selected project outcomes were considered by the Evaluators and the project team to be the most critical for achieving the programme level outcome: 'The Russian federal governments' policies in food security and agriculture consider climate change adaptation and sustainability of smallholder producers (affordable and acceptable food for consumers)'. **For each outcome, the evaluation assessed the extent to which:** a) the outcomes have materialised; b) whether there is evidence that the project contributed to these outcomes; and c) the significance of the project's contribution in light of other contributing factors.

1.3 EVALUATION DESIGN AND METHODOLOGY

To evaluate the project effectiveness the Evaluators used a participatory approach whereby key stakeholders were kept informed and consulted throughout the evaluation process in Russia. The evaluation was based on the desk review of the project documents; reconstructing the project Theory of Change using Miradi Software <https://miradi.org/>; interviews with project management staff, representatives of environmental and agrarian non-governmental organisations (NGOs), and government agencies; analysis of relevant information on the internet; and preparation of the evaluation report.

The evaluation had the following key limitations:

- The project consisted of two different campaigns (Climate Change and GROW).
- No annual, three-years or five-year terminal reports on the campaign were available. It was difficult to understand from the project quarterly reports how the project outputs contributed to the project outcomes. It was not easy to find annexes to the project reports.
- There was a lack of primary policy documents (such as analytical letters to the ministries) prepared by Oxfam or its experts on behalf of Oxfam. The Oxfam in Russia office provided only Civil G20 recommendations, draft Civil G8 papers, and a draft of the Road Map for Development of Agriculture in Russia up to 2020. This limited the analysis of determining whether the content of Russian policy changed over time, and if so, if a relationship could be established between Oxfam's engagement and/or publications.

1.4 FINDINGS

The most important evaluation findings have been organised around the following evaluation areas: Project Outcomes; Project Preparation and Readiness; Project Design; Implementation Approach and Management; Oxfam GB Supervision of the Project; Reporting, Monitoring and Evaluation.

Outcome 1 'Developed an internet community network in support of climate change and food security issues in Russia' **has been fully achieved (5)**. There is sufficient evidence to demonstrate that intervention made a crucial contribution.

Outcome 2 'Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public' **has been partially achieved (4)**. There is sufficient evidence to demonstrate that intervention made a crucial contribution.

Outcome 3 'Increased input from civic organisations and activists into developing governmental policies on climate change and food security issues through promotion of scientific reports, policy recommendations to the government, and participation of experts in the official meetings at national and international levels, specifically G20 and G8 meetings' **has been partially achieved (4)**. There is sufficient evidence to demonstrate that intervention made a crucial contribution.

Project preparation and readiness: No situational analysis was conducted before launching the Climate Change Campaign in Russia in 2009 to choose the most appropriate strategies for the campaign.

Project design: The project planning documents were useless in terms of guiding the team in planning, monitoring, and evaluation of the Campaign achievements: unrealistic objectives, outcomes and indicators, as well as confused and non-SMART formulations (not Specific, Measurable, Achievable, Realistic or Time-bound).

Implementation approach and management: Management of the project was effectively implemented through regional partner non-governmental organisations (NGOs) and experts who completed all the project activities with financial and technical support of Oxfam and their own resources.

Oxfam GB supervision of the project: Middle East and Commonwealth of Independent States (MECIS) Regional Management Centre of Oxfam GB played key role in the effectiveness of the Russian Campaign by providing expert support in launching and implementation of the Climate Change and GROW Campaigns, especially in the development of the campaign's portal <http://clcr.ru/>. Valuable input from MECIS was its support to the Oxfam in Russia office in bringing their experts to international level meetings, such as G20 Civil Summit, Global Food Security Annual Summit 37, Rio+20 (United Nations Conference on Sustainable Development).

Reporting, Monitoring and Evaluation: The RUSA 34 project did not have an operational Monitoring and Evaluation (M&E) framework to assess how efficiently and effectively project activities contributed to outputs, and how outputs contributed to outcomes. The team did not use Monitoring, Evaluating and Learning (MEL) in the Oxfam campaigns framework developed in 2009 by Oxfam International.

Project Outcomes ratings are presented below:

Outcome	Rating	Short commentary
1. Developed an internet community network in support of climate change and food security via online events: discussions, competitions and campaigns.	5	Outcome is fully achieved. There is sufficient evidence that intervention made a crucial contribution.
2. Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.
3. Increased input from civic organisations and activists into developing governmental policies on climate change and food security through lobbying scientific reports, policy recommendations and participation of experts into meetings at national and international levels, specifically G20 and G8 meetings.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.

Scoring key: Specific contribution of intervention

5	Outcome realised in full Evidence that intervention made a crucial contribution
4	Outcome realised in part & evidence that intervention made a crucial contribution Outcome realised in full & evidence that intervention made an important contribution
3	Outcome realised in part & evidence that intervention made an important contribution
2	Outcome realised in part & evidence that intervention made some contribution Outcome realised to a small degree & evidence that intervention made an important contribution
1	Outcome realised, to any degree, but no evidence that the intervention made any contribution

1.5 PROGRAMME LEARNING CONSIDERATIONS

1.5.1 Key lessons

The key lessons are presented in the report in two ways:

- A. Lessons learned by the Programme Coordinator (extracted from quarterly GROW reports)
- B. Lessons learned from the evaluation.

A. Lessons learned by the Programme Coordinator³

1. **Preparation and launching of the Campaign:** The national launch of global campaign should be scheduled two to three months after the global launch. It is better not to have a word-for-word translation of the campaign name in Russian.
2. **Focus of future analytical and research work:** Any research concerning food security should be evidence based and supported by cases of vulnerable communities. Connecting climate change and food security issues to Russia's global agenda is essential, for example, Oxfam's work on the GROW Campaign in Civil G20 and Civil G8.
3. **Lessons learned after Russian CSO participation in Rio+20:**
 - 3.1. There should be a good coordination between civil society organisations (CSOs) at such summits.
 - 3.2. The CSOs need to prepare for the event much more in advance. For example, CSOs should develop positions on different issues for high-level leaders before the summit.
 - 3.3. Russian CSOs need to organise side-events, making their topics very specific, and promote them at the summit to attract attendance.
 - 3.4. There should be representatives of different Russian NGOs and experts (environmental, social, charity, and others) at such international events.
4. **Focus of future advocacy work:**
 - 4.1. Oxfam needs to keep on working on food security issues in Russia as they will be high on the agenda of the Russian government.
 - 4.2. Since the GROW Campaign strategy emphasises climate change adaptation related to feeding future generations, the advocacy work should be focused on young people.
 - 4.3. It would be of great value to have projects on the ground to address challenges of small farmers as it would give Oxfam legitimacy and evidence for its work.

B. Lessons learned from the evaluation

1. **Project preparation and readiness:** The project documents were not based on the Situational Analysis. It is necessary to have a standard or guidance on what should be done before launching a campaign and devote time to preparation of a campaign. This preparatory process should take a minimum three months.
2. **Project design:**
 - 2.1. The project Theory of Change had logical gaps in the formulation of project impact, outcomes, outputs, and activities. The terminology was misused, for example, outcomes sounded like impacts,

and strategies sounded like outcomes. The pathways between the project components were not explained.

3. Oxfam Reporting, Monitoring and Evaluation:

- 3.1. Programme coordinators need training on writing project reports so as they are results-oriented and represent pathways between project activities, outputs and outcomes.
- 3.2. The reports should include data according to the project performance indicators relevant to each outcome.
- 3.3. There should be mid-term project reports summarising progress and lessons learned over two or three years. Lessons learned should be incorporated into the project design through updating the project logframe.
- 3.4. There should be a terminal (final) project evaluation (internal – through the Oxfam network or external – independent consultants) resulting in the development of the terminal evaluation report.

4. Outcomes delivery – key lessons:

- 4.1. One of the successes of the project was its focus on regional environmental NGOs as intermediate target groups to conduct climate hearings and other educational events for the public in their regions, as well as to distribute information about the Oxfam campaign.
- 4.2. Context of the Climate Change Campaign website <http://clcr.ru> was modern, creative and 'energetic' to attract the key target group (young people and youth Eco-NGOs) and encourage them to take part in activities promoted through the website.
- 4.3. Promotion of <http://clcr.ru> via other popular environmental websites (e.g. Ecowiki) brought the mainstream audience to the website. Promotion of <http://clcr.ru/> and the Climate Change Campaign during offline events was the most effective mechanism to attract an audience to this web-resource: climate schools and climate hearings, and others. Many Russian environmental leaders participated in these events and started to use the website afterwards.
- 4.4. In order to engage civil organisations in the development of international policy it is crucial to invest time and money in training NGOs and facilitating the policy recommendation development process.
- 4.5. Financial support to bring NGOs and experts to international meetings is essential to ensure participation of civil organisations.
- 4.6. Round-table meetings on Oxfam report findings should result in the development of policy recommendations from the expert community. Promotion should include official resolutions of the round-table meetings with policy recommendations and academic research papers in support of them.
- 4.7. The evaluation revealed that officials are willing to build regular communication with Oxfam on its research and project findings. They want Oxfam representatives and experts to take part in working groups on the development of drafts for policies/strategies/programmes and amendments to laws related to climate change and food security.

1.5.2 Key recommendations

The recommendations are divided into two sections: A. Recommendations from Oxfam experts and partners to Oxfam, and B. Recommendations by evaluation consultants.

A. Recommendations from Oxfam experts and partners

These recommendations were collected during the evaluation and edited by the consultants.

I. Theme focus of future work for Oxfam in Russia office:

1. Oxfam should continue **addressing climate change** issues through promotion of social justice, fairness and equality, and eliminating poverty.
2. Oxfam should continue its **climate change awareness programme** targeting a young audience and reinforcing Youth Climate Network.
3. Oxfam may promote its analytical reports for the development of **regional adaptation plans in agriculture and food security**.

II. Policy advocacy recommendations:

1. Oxfam should keep **participating in international summits**, such as G8, G20 and APEC.
2. Oxfam should continue dissemination of the best international and national experience.
3. Oxfam should **keep its work on elaborating detailed recommendations** on food security and adaptation to climate change ready to be used by Russian government.
4. It would be desirable to discuss and develop **join plans of activity between Oxfam and the Russian Grain Union** on the development of recommendations for Russian food-security policy.
5. Oxfam should build stronger connections with government bodies on its own behalf. Oxfam should participate in the activities of **Russian government working groups** on developing policy documents on food security and climate change issues.
6. It is very important for Oxfam to cooperate **with regional authorities** on regional low-carbon development plans involving different stakeholders.

III. Ideas for grassroots projects:

1. Oxfam could do valuable work in the **capacity building** of Russian grassroots organisations on issues of climate change, food security, and local green economy development.
2. There is a need for projects aimed at development of **self-governance** in the rural regions.
3. Projects aimed to **restoration and development of farmer cooperatives** will have a great importance for rural regions of Russia.
4. Oxfam could **give grants** to grassroots projects on regional adaptation of agriculture to climate change, sustainable development of agriculture and food security.
5. There is a need for educational courses **for rural women** on computer and internet literacy, as well as the development of farmer cooperatives.
6. Oxfam should use its successful experience of seminars for NGOs conducted under the Climate Change Campaign to organise of similar **seminars on the problems of food security under the GROW Campaign** in the Russian regions.

IV. Ideas for research projects:

1. Oxfam should continue special research and evaluation of the current situation in Russia in the field of **food security and climate change** issues.

2. It is desirable to **continue research on food prices** in Russia with interviews with relevant people.
3. There is a need to **evaluate the consequences of climate change** on agriculture and food security in Russia using different Global Circulation Models and scenarios.

V. Oxfam networking and PR in Russia:

1. More publicity and PR about Oxfam's image would strengthen the organisation's position in Russia and add credibility to Oxfam's reputation among its target groups.
2. Oxfam should publish more materials on <http://clicr.ru> (stories of farmers, articles about consequences of climate change in Russia, necessary changes in the agricultural and food security policies, etc.) than official information from the Ministry of Agriculture and other governmental websites.

VI. Recommendations to Oxfam GB

1. There is a recommendation to Oxfam GB to appoint a GROW Campaign Coordinator in Oxfam GB's headquarters to facilitate the implementation of GROW programmes in other countries.

B. Recommendations from the Evaluators

I. Recommendations to the Oxfam in Russia office Country Director and Climate Change and Economic Justice programme coordinator

1. The programme coordinator **should undertake training** (online or offline) in results-based planning, monitoring, and evaluation if they have no professional certification or relevant education in project management, such as Project Management Institute certification <http://www.pmi.org/Certification.aspx>. The programme coordinator will then be able to undertake SMART project design, develop a realistic monitoring and evaluation plan, and use RBM terminology correctly (Impact, Goal, Outcomes, Outputs, Outcomes, Outcomes' Indicators, and others).
2. For new projects and campaigns the programme coordinator should **implement a situational analysis**, including stakeholder analysis and baseline data collection on Outcome Indicators for monitoring and evaluation purposes.
3. For new campaigns the programme coordinator should **make a Monitoring, Evaluating and Learning Framework operational** (Draft 7.0, OI Community of Practice on MEL in Campaigns, 01 October 2012). It may be done through delegating time for designing an annual monitoring plan, collecting monitoring data according to outcomes' performance indicators by the end of each year, and preparation of annual monitoring reports.
4. The programme coordinator should prepare an **annual informational and financial project report**, including analysis of the pathways between project activities, outputs, and outcomes. At the end of the project the coordinator should prepare a Terminal Report for the entire period of the project, which includes outputs and outcomes (intended and unintended) implemented and achieved during the project timeline.

II. Recommendations to MECIS office (see the full list of recommendations – Section 6):

1. Improve project-planning templates in OPAL.
2. Improve project-reporting documents, and feedback-providing mechanism on them.
3. Implement a capacity-building training programme for Oxfam country directors and project/campaign coordinators on the Results-Based Management and Oxfam Monitoring and Evaluation Framework use (online or offline).
4. Develop guidance to conduct strategic planning sessions for country offices in order to define the niche (need) for a project/campaign in the country in the context of political, social and ecological priorities;

undertake POWER analysis and develop the strategy of the project/campaign, including a Conceptual Model and Results Chains, and develop annual plans.

5. Set up a communication system between MECIS M&E experts and the Oxfam in Russia office.

III. Recommendations to Oxfam GB Effectiveness and Evaluation office:

A. Use of the Process Tracing Tool

1. Conduct a training session for the Evaluators on the use of the Process Tracing Tool going through each step with them.
2. Improve the evaluation report format by including in the template such important evaluation areas as: processes affecting attainment of project results; project preparation and readiness; implementation approach and management; project monitoring and evaluation; project reporting; and project finance (measurement of the effectiveness of the project in terms of input and outcomes).

B. Use of the results of the evaluation

1. Organise a webinar presentation of the results of the evaluation for the Oxfam in Russia office, MECIS office and Oxfam national offices in the MECIS region. The webinar may take 20–30 minutes for a PowerPoint presentation and 20 minutes for discussion.
2. Include in future TOR the making of a presentation by the Evaluators to those who may benefit from the results of the evaluation.

2 INTRODUCTION

Oxfam GB contracted two independent Evaluators – Svetlana Kozlova and Mikhail Paltsyn – to undertake the Effectiveness Review of the project ‘Advocacy and campaigning on climate change in the Russian Federation’ (hereafter the project/RUSA 34/Campaign). The project was randomly selected for rigorous assessment of the project effectiveness in the Oxfam’s ‘Policy Influence’/‘Citizen Voice’ thematic area according Oxfam GB Global Performance Framework. Annual intensive evaluation of selected projects is intended to build an increasingly rich and credible picture of Oxfam GB’s ability to tackle poverty and suffering in the world. The evaluation took place between March and May 2014.

The project ‘Advocacy and campaigning on climate change in the Russian Federation’ was implemented between 2009 and 2014 (five years). This project was a part of the Oxfam’s Economic Justice Campaign. The project began as a Climate Change Campaign in the lead up to COP17 in Copenhagen. Re-launched in June 2011, the project focused on raising awareness of climate change impacts on food production and expanding the space for civil society activism on these issues in Russia. The project was aimed ‘at Russia’s active engagement in Oxfam International processes, focusing on climate change and food security to ensure that Russia plays an active, constructive and responsible role in securing pro-poor policies at the global level on food security and climate change’.⁴

In collaboration with the project team and Oxfam GB’s Monitoring, Evaluation and Learning (MEL) adviser, the evaluation team identified three key project outcomes for the investigation:

Outcome 1: Developed an internet community network in support of climate change and food security issues in Russia.

Outcome 2: Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.

Outcome 3: Increased input from civic organisations and activists into developing governmental policies on climate change and food security issues through promotion of scientific reports, policy recommendations to the government, and participation of experts in the official meetings at national and international levels, specifically G20 and G8 meetings.

The selected outcomes were considered by the Evaluators and the project team as the most critical for achieving the project outcome: ‘The Russian federal governments’ policies in food security and agriculture consider climate change adaptation and sustainability of smallholder producers (affordable and acceptable food for consumers).’ **For each outcome, the evaluation assessed the extent to which:** a) the outcome has materialised; b) whether there is evidence that the project contributed to this outcomes; and c) the significance of the project’s contribution in light of other contributing factors.

3 EVALUATION DESIGN

3.1 METHODOLOGY

As described in the TOR (**Appendix 1**) Oxfam GB has adopted a comprehensive approach, the Global Performance Framework (GPF), for improving the quality and measuring the impact of its programmes; strengthening its accountability to donors and the public and promoting greater evidence-informed decision-making. Among other things, this framework involves the random selection of closing or sufficiently mature projects under six GPF outcome areas each year and rigorous evaluation of their performance, called the Effectiveness Review (ER). ERs carried out under the 'Citizen Voice' and 'Policy Influencing' thematic areas of the GPF are to be informed by a research protocol based on **process tracing**, a qualitative research approach used by case study researchers to investigate the causal inference of outcomes.

Oxfam's Policy Influencing and Citizen Voice interventions aim to achieve specific intermediary and final outcomes. According to the process-tracing methodology in evaluation, it is necessary:

1. to 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 about these outcomes or changes;
2. to measure the extent to which the intervention's key targeted outcomes have materialised;
3. to investigate the causal mechanisms responsible for the outcome materialisation, i.e. how the observed outcome change came about; and
4. in the light of an evidenced understanding of competing explanations, to draw conclusions about the significance of the intervention's contribution.

Therefore, the purpose of the process tracing evaluation is not to simply narrow in on only one explanation for an observed outcome-level change, but to consider different possible explanations (hypotheses) of this change. The process tracing is more nuanced than ordinary evaluation practice and should accomplish three things:

1. Shortlist one or more evidenced explanation for the outcome in question (which may or may not include the intervention).
2. Rule out alternative, competing explanations incompatible with the evidence.
3. If more than one explanation is supported by the evidence, estimate the level of influence each 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,⁵ the following eight steps form the core of the process tracing 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.
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 is 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 to be responsible for the observed change(s).

The process tracing protocol includes an Outcome Rating, which is a qualitative judgement on the extent to which the project/campaign contributed to the targeted change. There are two considerations relevant for scoring – the extent to which a) the targeted outcome in question materialised; and b) the project/campaign's contribution to this change.

The table below allocates each targeted outcome a score in line with the scoring key:

5	Outcome realised in full Evidence that intervention made a crucial contribution
4	Outcome realised in part & evidence that intervention made a crucial contribution Outcome realised in full & evidence that intervention made an important contribution
3	Outcome realised in part & evidence that intervention made an important contribution
2	Outcome realised in part & evidence that intervention made some contribution Outcome realised to a small degree & evidence that intervention made an important contribution
1	Outcome realised, to any degree, but no evidence that the intervention made any contribution

For the full process tracing protocol, please see Oxfam GB's Policy and Practice website <http://policy-practice.oxfam.org.uk/our-work/methods-approaches/project-effectiveness-reviews>

3.2 DEVELOPMENT OF LOGIC MODEL

The development of Logic Model for evaluation purposes was done through the following:

1. Assessment of the quality of project design by applying Results-Based Management (RBM) approach.⁶
2. Reconstruction of the project Theory of Change (TOC) using Miradi Software <https://miradi.org/>.
 1. The Evaluators analysed the structure and context of the project planning documents and reports provided by the Oxfam in Russia office, in particular, paying attention to formulations of goal, outcomes, outputs, and indicators, and the logical links between them in the **initial project logframe (Figure 1)**. Trying to understand the meaning of outcomes, outputs, and indicators, the Evaluators interviewed Yulia Yevtushok, Climate Change and Economic Justice Programme Coordinator (2008–2013) and Andrey Rakhmanov, current Climate Change and Economic Justice Programme Coordinator.
 2. The Review of Outcomes to Impacts (ROTI) Practitioner's Handbook⁷ describes the Theory of Change (TOC) as an evaluation tool that is designed 'to enable Evaluators, through an in-depth analysis of the project's documentation coupled, where possible, with data collection at the project site, to identify and then

assess the project's component results chains that guide project performance and ultimately contribute to the achievement of project impacts.'

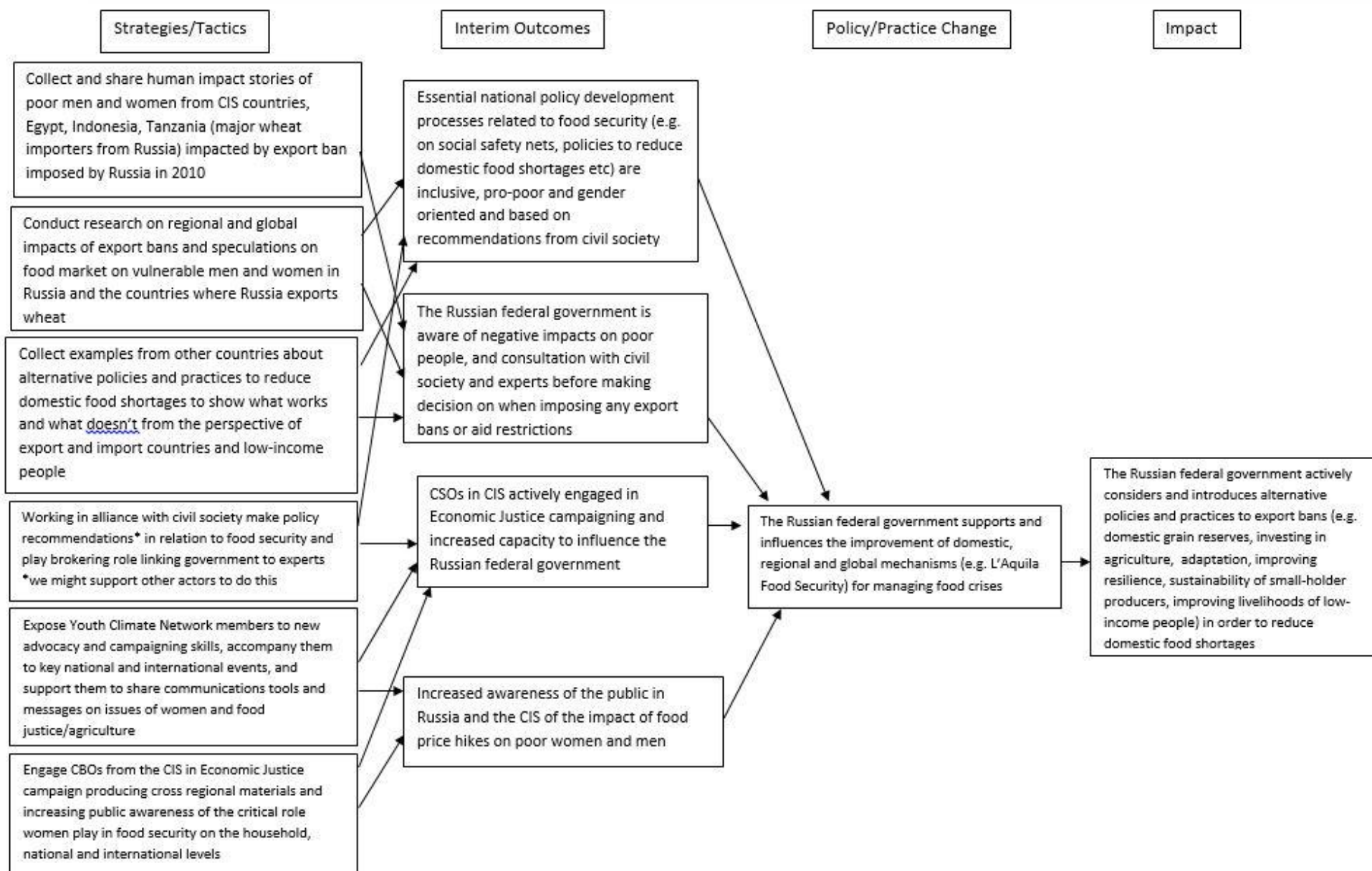
The TOC analysis included a review of the project planning documents, analysis of the project's outcomes-impacts pathways, and interviews with the Campaign coordinators. As a result, the Evaluators mapped possible pathways of change from the project's strategies and outputs to the expected outcomes, up to the intended impact.

During the evaluation the consultants checked the project assumptions and logical links between outputs and outcomes. The TOC diagram was corrected during the evaluation based on new facts and opinions.

Project Theory of Change models designed by the Evaluators are presented in Figures 2-5. Figure 2 is for the whole project, and Figures 3–5 are for each final outcome.

On the basis of the Theory of Change model, the consultants developed evaluation questions. **These questions and the data analysis framework are given in Appendix 2.**

Figure 1. Initial Project Logframe (extracted from the project documents)



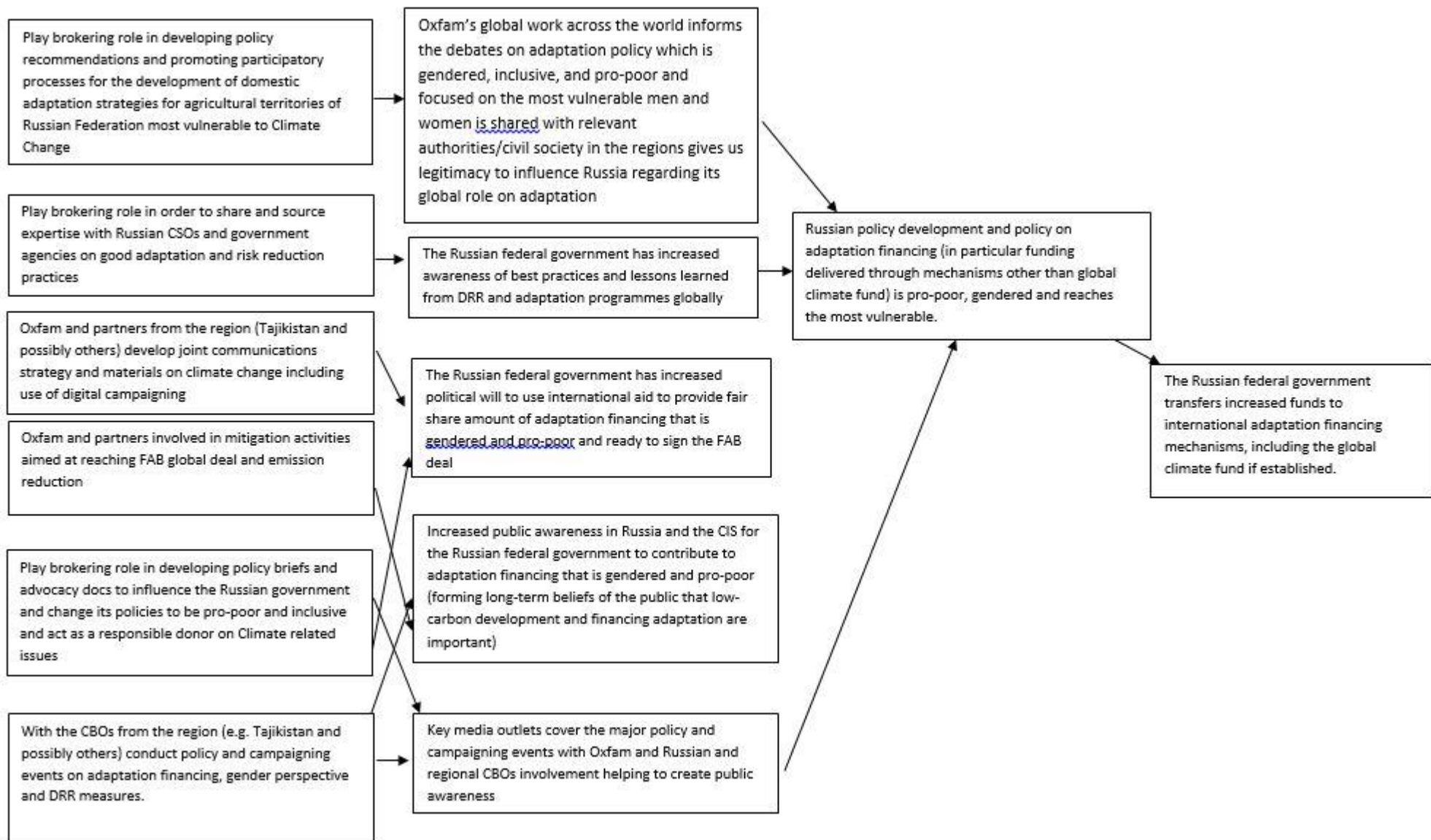


Figure 2: Theory of Change model of the Oxfam Russia project "Advocacy and campaigning on Climate Change in the Russian Federation" 2009-2014

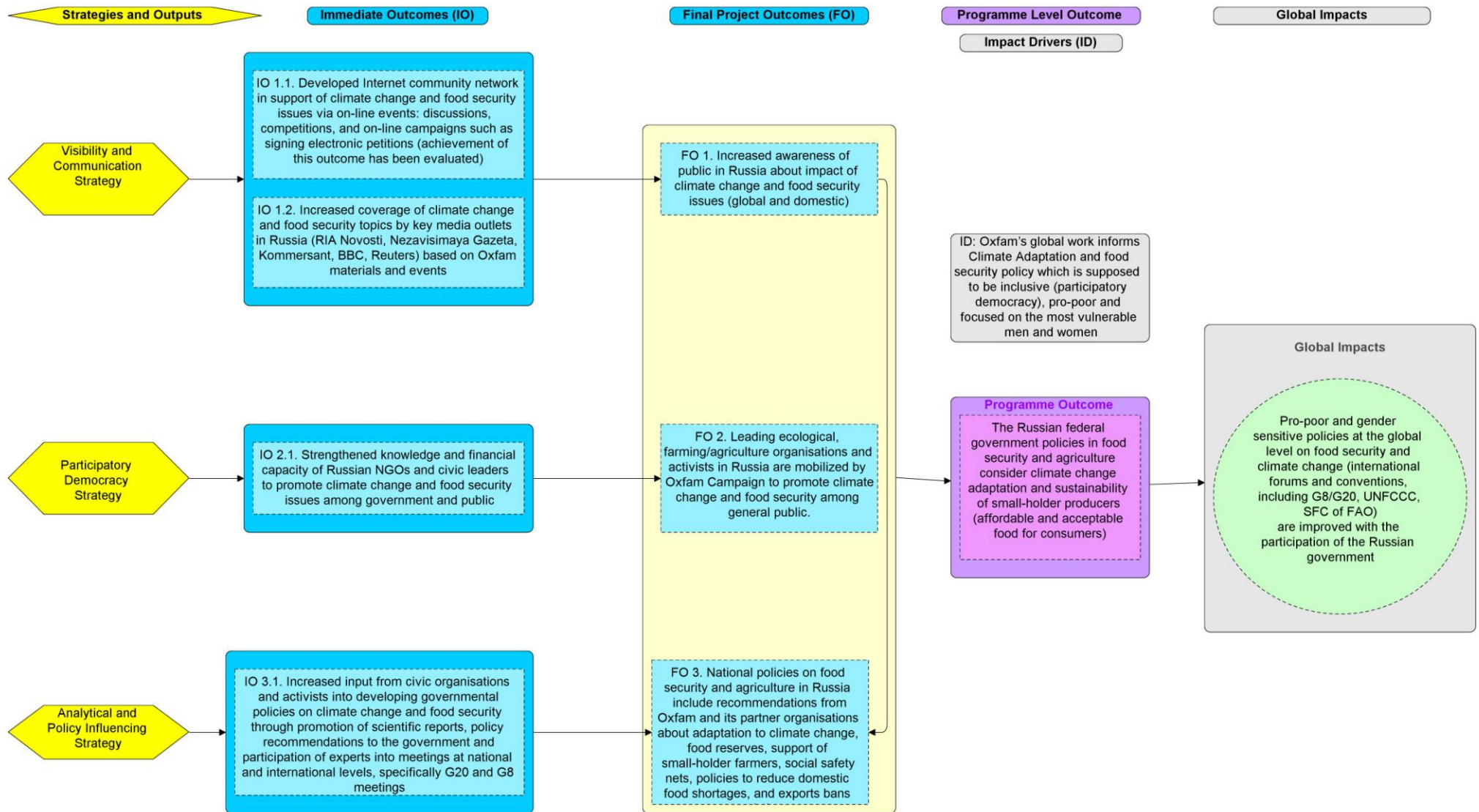


Figure 3: Theory of Change for the Final Outcome 1 "Increased awareness of public in Russia about impact of climate change and food security issues (global and domestic)"

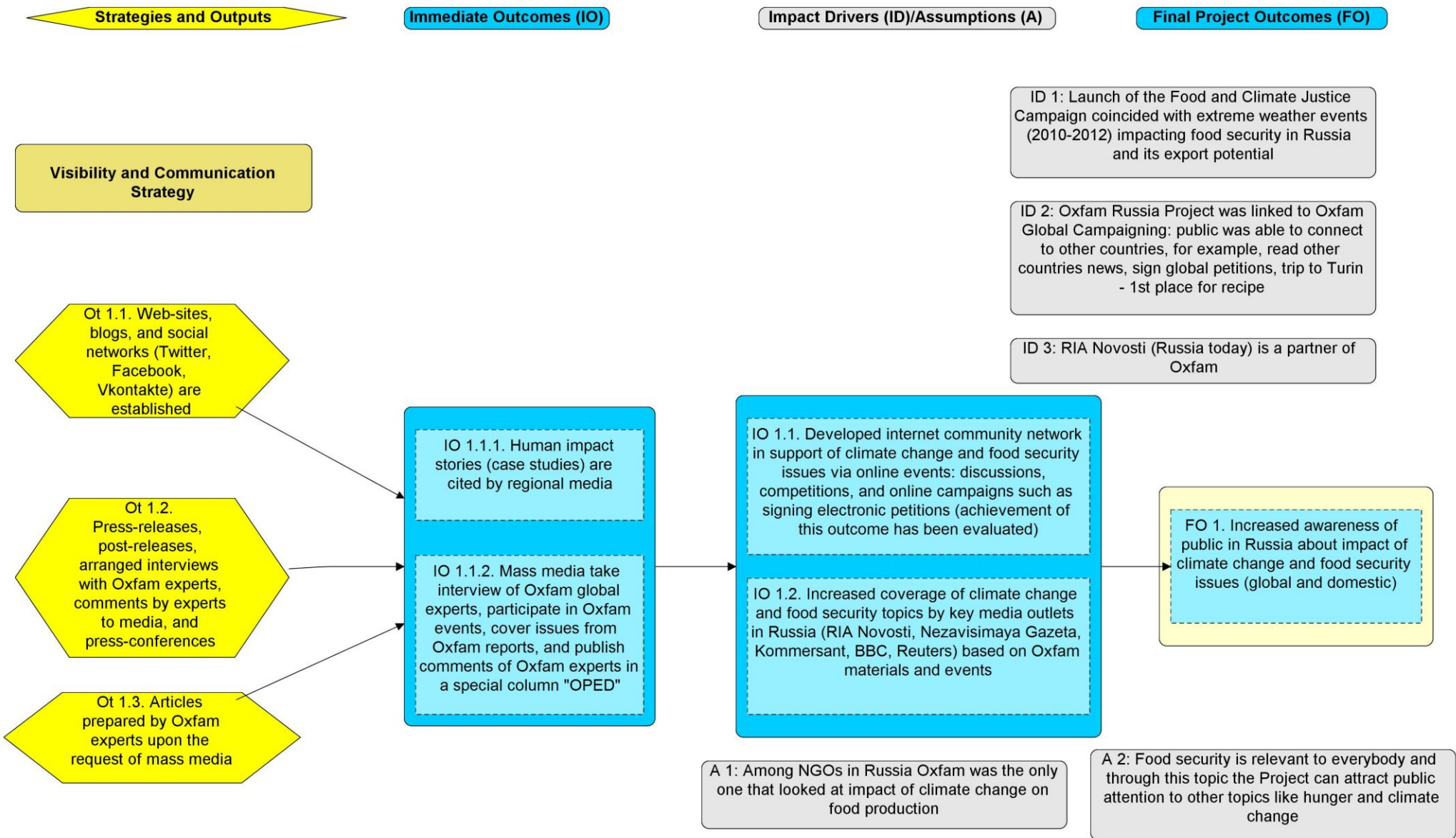


Figure 4: Theory of Change for the Final Outcome 2 "Leading ecological, farming/agriculture organisations and activists in Russia are mobilised by Oxfam Campaign to promote climate change and food security issues among general public"

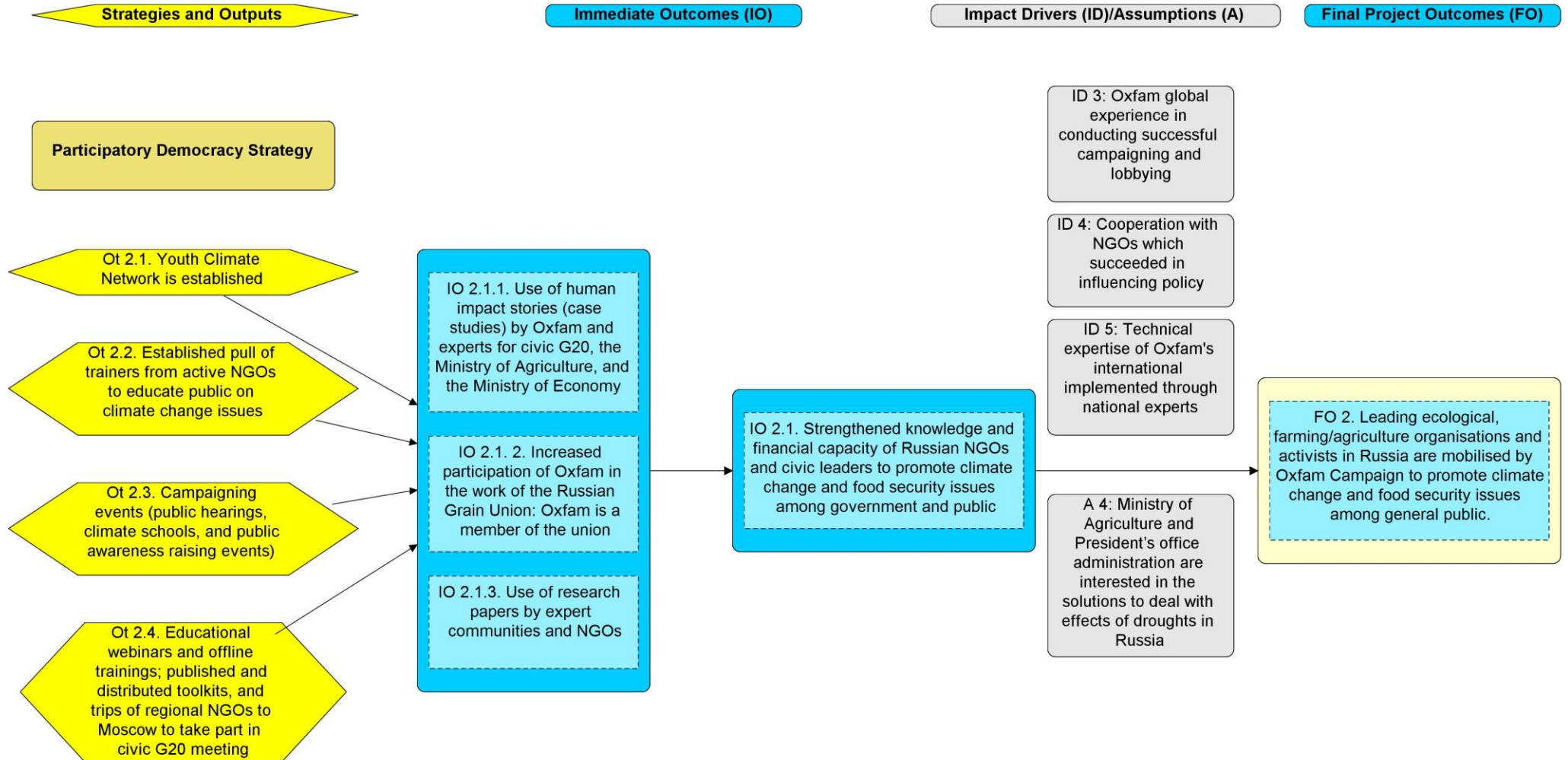
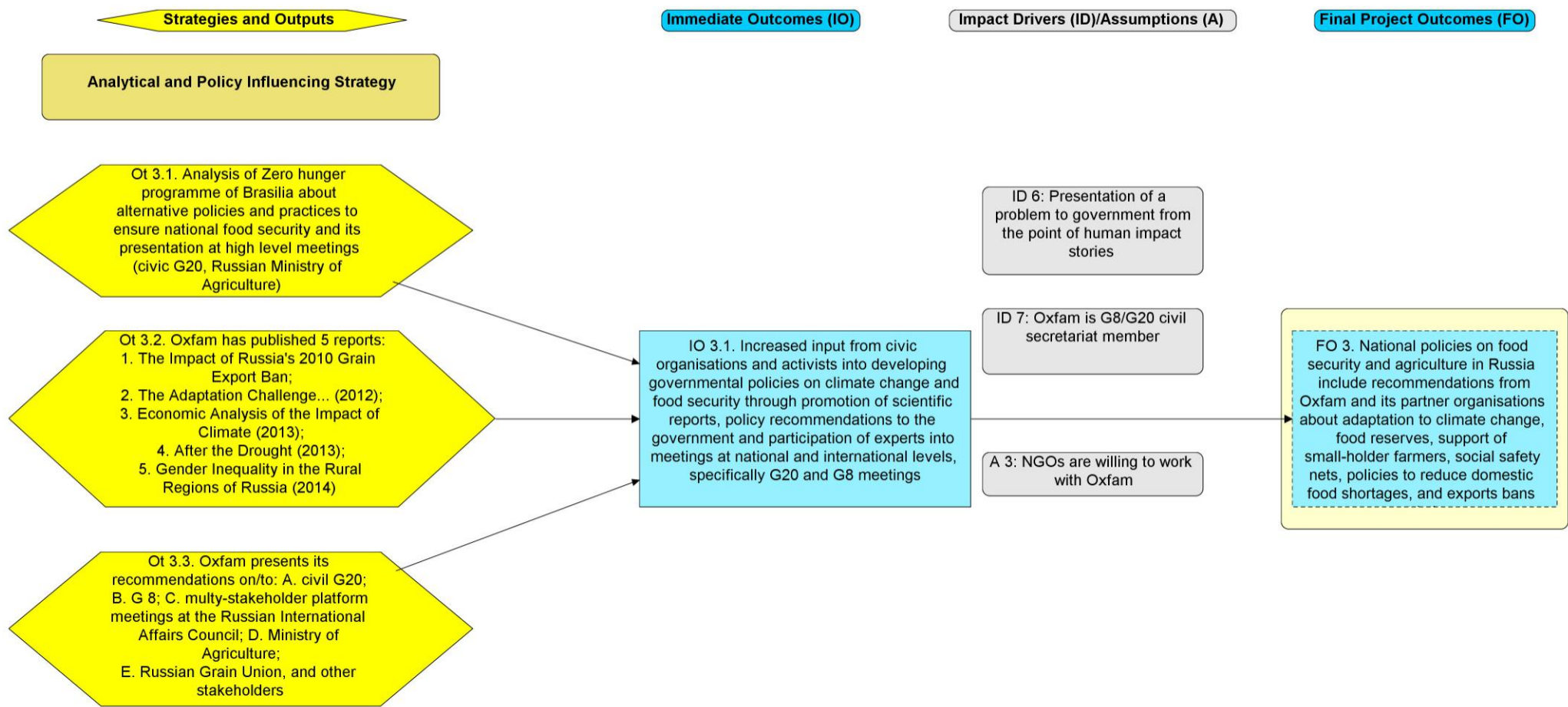


Figure 5: Theory of Change for the Final Outcome 3 "National policies on food security and agriculture in Russia include recommendations from Oxfam and its partner organisations about adaptation to climate change, food reserves, support of small-holder farmers, social safety nets, policies to reduce domestic food shortages, and exports bans restrictions"



After implementing TOC analysis the Evaluators created the logframe (**Table 1**) that they used in the evaluation. In defining Outcomes, Indicators, and Outputs the Evaluators used OECD DAC and UNEP/GEF terminology⁸ (**Appendix 3: Glossary of terms**).

Table 1. Evaluation logframe

Outcome	Indicators	Sources of data	Outputs
<p>Intermediate Outcome 1.1: Developed internet community network (people of age 16–25 (80%) in support of climate change and food security issues via online events: discussions, competitions, and online campaigns, such as signing electronic petitions.</p>	<p>1. Number of people who take part in different activities via Oxfam online platforms</p>	<ul style="list-style-type: none"> Oxfam websites. Interviews with NGOs – target groups of Oxfam. 	<p>Output 1.1. Websites, blogs, and social networks (Twitter, Facebook, VKontakte) were established.</p> <p>Output 1.1.1. Special website http://clicr.ru/ devoted to the problems of climate change in Russia was developed by Oxfam in 2009.</p> <p>Output 1.1.2. Special website http://grow.clicr.ru/news devoted to Food Security issues in Russia was developed by Oxfam in 2011.</p> <p>Output 1.1.3. Special page on Climate Change and Food Security issues in Russia was created on Twitter. https://twitter.com/clicr_ru/media</p> <p>Output 1.1.4. Special page on Climate Change and Food Security issues in Russia was created on live journal. http://clicr.livejournal.com/159735.html</p> <p>Output 1.1.5. Special page on Climate Change and Food Security issues in Russia was created on Facebook. https://www.facebook.com/clicr.ru</p> <p>Output 1.1.6. Special page on Climate Change and Food Security issues in Russia was created on Russian network VKontakte http://vk.com/clicr</p>
	<p>2. Number of people that visited Oxfam’s Climate Change and GROW websites.</p>	<ul style="list-style-type: none"> Oxfam Websites statistics. Interview with Oxfam Campaign Coordinator and website administrator 	
<p>Final Outcome 2: Leading environmental, farming/ agriculture organisations and activists in Russia are mobilised by the Oxfam campaign to promote climate change and food security awareness among the general public.</p>	<p>3. Extent of activities on climate change issue which have been conducted for general public by environmental NGOs involved in Oxfam campaign (including number of activities and their geography)</p> <p>4. Extent of activities on food security topics which have been conducted for general public by NGOs involved in Oxfam campaign (including number of activities and their geography)</p>	<ul style="list-style-type: none"> Oxfam reports in OPAL Interviews (trainers, trained NGOs) Websites, blogs Lists of trained NGOs and civil leaders 	<p>Output 2.1. Youth Climate Network was established.</p> <p>Output 2.2. Established pull of trainers from active NGOs to educate public on climate change issues.</p> <p>Output 2.3. Campaigning events were conducted (public hearings, climate schools, and public awareness raising events).</p> <p>Output 2.4. Organised educational webinars and offline trainings; published and distributed toolkits, and trips of regional NGOs to Moscow to take part in Civil G20 meeting.</p>

Outcome	Indicators	Sources of data	Outputs
<p>Intermediate Outcome 3.1: Increased input from civic organisations and activists into developing governmental policies on climate change and food security through promotion of scientific reports, policy recommendations to the government, and participation of experts into meetings at national and international levels, specifically G20 and G8</p>	<p>1. Extent of usage and value of distributed among the target groups materials (stories, reports, analyses)</p> <p>2. The extent of participation of Oxfam and NGOs promoted by Oxfam in G20</p> <p>3. The extent of participation of Oxfam and NGOs promoted by Oxfam in G8</p> <p>4. The extent of Oxfam's contribution to promotion of policy recommendations by target organisations to the Russian government</p>	<ul style="list-style-type: none"> • Oxfam reports in OPAL • Interview with the target groups among whom the published materials were distributed • Interview with participants of the meetings with government • Interviews with representatives of G20 and G8 from Russia • Interviews with the target organisations among whom the reports and recommendations were distributed 	<p>Output 3.1. Analysis of Zero hunger program of Brasilia about alternative policies and practices to ensure national food security and its presentation at high-level meetings (Civil G20, Russian Ministry of Agriculture).</p> <p>Output 3.2. Oxfam produced 5 reports:</p> <p>1. The Impact of Russia's 2010 Grain Export Ban (2011) http://growcampaign.clcr.ru/attach_files/file_public_142.pdf;</p> <p>2. The Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation (2012) http://growcampaign.clcr.ru/attach_files/file_public_320.pdf and http://grow.clcr.ru/attach_files/file_public_869.pdf;</p> <p>3. Economic Analysis of the Impact of Climate Change on Agriculture in Russia (2013) http://grow.clcr.ru/attach_files/file_public_1028.pdf and http://growcampaign.clcr.ru/attach_files/file_public_326.pdf;</p> <p>4. After the Drought (2013) http://growcampaign.clcr.ru/attach_files/file_public_330.pdf;</p> <p>5. Gender Inequality in the Rural Regions of Russia.</p> <p>Output 3.3. Oxfam presented its recommendations on/to:</p> <p>A. Civil G20; B. G8; C. Multi-stakeholder platform meetings at the Russian International Affairs Council; D. Ministry of Agriculture; E. Russian Grain Union and other stakeholders. G. Committee on the development of the draft Road Map for Development of Agriculture in Russia up to 2020.</p>

3.3 DATA COLLECTION STRATEGY

The Data Collection Strategy specifies what data was necessary to collect for evaluation, from what sources and how. Before collection of the data the Evaluators identified different sources of information: primary and secondary (see **Table 2**).

There **were 4 strategies** to collect data for the evaluation:

1. Interviews with staff from Oxfam GB and the Russia office.
2. Desk review of the project documents.
3. Field mission in Moscow and interviews with the project partners.
4. Additional data collection (interviews with project partners, analysis of the project websites, research reports, project recommendations, websites of other organisations).

Table 2. Sources of information for the evaluation

Sources of data	From whom	How
Primary sources of data		
<ul style="list-style-type: none"> • Interviews with the project team • Interviews with stakeholders and beneficiaries • Photo and video materials • Outputs from the projects (project websites, analytical reports, project recommendations) 	Interviews were designed according to Project geography: A. Partners and beneficiaries in Moscow, and B. regional partners and beneficiaries	<ul style="list-style-type: none"> • Interviews were conducted via Skype and during the field mission • Documents were requested from Oxfam in Russia office by e-mail and obtained from the field mission • Photo and video materials were searched on http://clicr.ru/ and http://grow.clicr.ru/
Secondary sources of data		
<ul style="list-style-type: none"> • Project planning documents • Project progress reports • Press releases • Publications about the project events • Websites of project partners • Mass media articles and information about the project activities on the internet 	A. Oxfam in Russia office B. Project partners	<ul style="list-style-type: none"> • Documents were requested from Oxfam in Russia office by e-mail and obtained from the field mission. • Photo and video materials were searched on http://clicr.ru/, http://grow.clicr.ru/, and google.com

I. Interview with Oxfam GB and Russia Office staff

First, the Evaluators interviewed Claire Hutchings, head of the Effectiveness and Evaluation office of Oxfam GB about client expectations and her opinion on the evaluation questions, appropriate sources of information, and evaluation timeline.

Second, the Evaluators interviewed Andrey Rakhmanov, current Climate Change and Economic Justice Programme Coordinator about Oxfam in Russia's expectations from the evaluation. Also, the Evaluators interviewed Yulia Yevtushok, Climate Change and Economic Justice Programme coordinator in 2008–2013 about goal of the evaluation and issues to be evaluated. Andrey Rakhmanov and Yulia Yevtushok were interviewed about 8–10 times each during the evaluation to identify key project partners and stakeholders, reconstruct the project logic, design and review the Theory of Change, collect data on project outputs and outcomes, review and verify findings on project outputs and outcomes.

During the evaluation the consultants discovered that the Oxfam GB office played a significant role in the effectiveness of the Campaign. Therefore, they interviewed Oxfam GB MECIS Regional Management Centre (Johnathan Puddifoot, Richard English and Fionna Smyth) to collect data on the project planning, supervision and monitoring.

II. Desk review of the project documents

The desk review of the project documents was divided into preliminary and posterior analyses. **A list of the documents reviewed is presented in Appendix 4.**

The preliminary review included the following:

- a. Review of Oxfam GB evaluation approaches, including the Process Tracing tool.
- b. Review of the project design, including the logframe (**Appendix 5. Analysis of the project logframe**).

The following outputs were achieved: Project Theory of Change was restored; the evaluation data-collection strategy and evaluation questions were developed.

A posterior desk review included analysis of the project progress reports against project design documents and restoring the logical framework.

III. Field mission in Moscow and interviews with the project partners

Fieldwork was performed in Moscow, Russia, on March 10–15, 2014. Svetlana Kozlova prepared the trip agenda and interviews methodology, while Mikhail Paltsyn went to Russia and met with Oxfam in Russia office staff and the project stakeholders (**Appendix 6: Oxfam project partners**).

To design interviews and collect data the Evaluators used *Bellwether methodology*⁹ and *convenience sampling* or *voluntary response sampling*. Convenience sampling was an effective method because stakeholders were not clearly identified and investigated in the project planning documents. Also, Programme Managers knew which stakeholder representatives were easily available for interview.

The Evaluators asked the Program Managers to select stakeholders and beneficiaries to participate in the survey by performing **Stakeholder Analysis (Appendix 7)**. Then they prioritised people and organisations to interview by allocating a 'score of contribution' to the project for each person or organisation. The first priority was those who could verify the data collected during the preliminary desk review.

Interview Questionnaire Design (Appendix 8) was critical in minimising the amount of errors in information interpretation. The Evaluators used Bellwether methodology in designing the questions. The interview assumed starting from general questions about policy and finishing with specific program related questions. One of the first considerations in designing the questions was to have as many open questions as possible whereby the respondents will be free to express their opinion.

Meetings (both in-person and phone interviews) were scheduled by the Oxfam in Russia office. The Evaluator started his mission by interviewing staff of the Oxfam in Russia office to get a more detailed description of the target groups and directions on how to get the necessary information from them. All key politicians and project partners were in Moscow. Those who lived in other cities were reached by phone. The Evaluator interviewed 15 people in total during the field mission. The number of people interviewed depended on their availability at the time of the evaluation. There was enough time during the fieldwork to get evidence to establish a causal relationship between intervention and outcome level change.

The Evaluators tested the questions on the first respondents and modified them accordingly. It appeared that it was uncomfortable for the respondents to start from general questions; they felt frustration in most cases and sometimes refused to answer the questions because they expected questions directly about the Oxfam programme. Also, the respondents said that they had limited time for the interview (about 30 minutes on average) and they wanted to answer very specific questions. Thus, the Evaluator asked specific programme related questions first and general questions at the end of interviews if time allowed.

After finishing the mission the Evaluator prepared the following outputs:

- a. Actual schedule of meetings in Moscow (Fieldwork programme presented in **Appendix 9**).
- b. List of persons interviewed (**Appendix 10**).

IV. Additional data collection

Additional data collection was performed by Evaluators after the field mission to verify collected data and test hypotheses on how the project products and services contributed to its outcomes. This process included analysis of websites, Oxfam research reports, policy recommendations of Oxfam to the Road Map for Development of Agriculture in Russia up to 2020 and Civil G8. Also, the Evaluators conducted Skype interviews with project partners (regional environmental NGOs).

3.4 LIMITATIONS

During the evaluation process the team faced some considerable limitations that increased the timeframe for the evaluation and amount of work to do. **A detailed overview of limitations** of the evaluation is presented in the **Table 3**.

Table 3. Evaluation limitations

Evaluation limitation	Influence on the evaluation
<i>Time constraints related to the use of the Process Tracing Tool</i>	<p>The Evaluators were not aware of the Process Tracing Tool before the evaluation or the amount of additional work to do because of limitations explained below.</p> <p>The guidance to the implementation the Process Tracing Tool included several scientific articles and templates to read. The instructions to the report lacked examples of the context and sample language. The Evaluators spent several days reading other similar reports to understand how to structure such sub-chapters as 5.1. Outcome, 5.1.1. Silent Causal stories and 5.1.2. Findings. It was not clear how to build the design of the chapters and how many pages to devote to each chapter.</p> <p>Also, the sub-chapter 5.1. included 'findings on the degree to which this outcome was found to have materialised...' If the first hypothesis is Oxfam's contribution to the Outcome, 5.1.2. sub-chapter includes the same findings as 5.1.</p> <p>The main time-consuming step in implementing the Process Tracing Tool was testing hypotheses about the achievement of outcomes and collecting findings to prove or reject the hypotheses. The Evaluators not only learned about Oxfam activities, but also analysed analogous activities and projects of other organisations working on the issue of climate change and food security in Russia.</p> <p>Therefore, the initial timeframe for this evaluation appeared to be not realistic (March–April). It took 3 months (March–May) to conduct the evaluation and complete the first draft report.</p>
<i>Abrupt change of project focus from Climate Change to Food Security issue</i>	<p>The project consisted of two different campaigns: Climate Change and GROW. In 2010 the project focus was changed to Food Security, but the project design document did not coincide with quarterly reports in terms of project objectives, outcomes, outputs, and indicators.</p> <p>The project concept documents were not updated annually to represent the real activities that were implemented. Neither annual action plans nor quarterly/monthly action plans were found by the evaluation team.</p>
<i>Unclear Project design</i>	<p>The project planning documents were confusing rather than helpful. It was hard to understand the context of the project from them because of non-SMART formulations of objectives, outcomes, outputs and indicators and a lack of logic between them. Also, the interviews with the project coordinators showed that the project design was not updated in a timely manner to reflect the real project activities, products and services (outputs).</p> <p>Therefore, the Evaluators spent much time trying to understand what the project was</p>

Evaluation limitation	Influence on the evaluation
	about. It was necessary to restore the project Theory of Change and logframe.
<i>Lack of baseline and monitoring information</i>	<p>No assessment of the baseline situation with regard to the project outcomes was implemented before or at the beginning of the project.</p> <p>Indicators in the project documents were not used by the project staff to monitor progress because the project didn't have a comprehensive Monitoring, Evaluation and Learning system (MEL) in place.</p> <p>Thus, the evaluation team did not have any monitoring data to use and did not have useful indicators to operate during the evaluation. Therefore, the team spent time developing its own indicators to trace the results of the project.</p>
<i>Unclear Oxfam input into observed outcomes</i>	<p>The role of Oxfam in reported events/achievements was not clearly explained in the project documents. It took much time to clarify Oxfam's input and role through interviews with Oxfam staff, partners and beneficiaries. For example:</p> <p>The Oxfam in Russia office did not take part in any official working groups at the Russian government to develop amendments to Russian laws.</p> <p>There was a lack of primary policy documents (such as analytical letters to the Ministries) prepared by Oxfam or its experts on behalf of Oxfam. The Oxfam in Russia office provided only Civil G20 recommendations, draft Civil G8 papers and a draft of the Road Map for Development of Agriculture in Russia up to 2020. This limited the analysis to determining whether the content of Russian policy changed over time, and if so, if a relationship could be established between Oxfam's engagement and/or publications. Thus, the Evaluators relied on the interviews with Russian officials (the final recipients of Oxfam services and products) and project partners to draw conclusions about the influence of Oxfam campaign.</p> <p>Oxfam experts had their own organisations that they represented in official working groups at Russian government. They did not mention Oxfam in their policy recommendations or any input of Oxfam in their interviews with mass media (proved by interviews and a search on Google).</p>
<i>Unclear quarterly reports</i>	<p>Some difficulties of this evaluation were connected with unclear reporting about the project activities, outputs, and outcomes, and the absence of an explanation of logical links between them.</p> <p>Also, the dates of most events were not mentioned, for example, '500 people participated in the Food Revolution Day in Russia...40 people participated in Moscow+20 Youth Forum...' Reports lack names and titles of events. For example, 'Three representatives of Russian civil society participated in the Rio+20 summit... Russian expert spoke at Oxfam BRICs side-event'¹⁰</p> <p>The reports lacked full names/titles of events and participants, including direct links to the annexes or website pages about them, such as 'The GROW Method Facebook application was uploaded to Facebook and grow.clicr.ru website', '...500 people participated in the Food Revolution Day in Russia'¹¹ (no date). It was hard to check some data in the reports.</p> <p>It was hard to count how many events were organised per output, and how many outputs were achieved according to each outcome.</p>
<i>No terminal reports summarising the results of the project</i>	<p>There were no annual, three-year or five-year terminal reports for the project; it was hard to understand from the project quarterly reports how the project outputs contributed to the project outcomes. It was not easy to find annexes to the project reports as they were in OPAL database separately from the report. It took time to request and get them from the Oxfam in Russia office.</p> <p>The Evaluators spent time building their own database of project achievements for 2009–2013 to do the evaluation. The brief description of this database is presented in the Table 5: Objectives of Oxfam international GROW Campaign and RUSA 34 project outcomes.</p>

4 PROJECT DESCRIPTION

Oxfam's 'Advocacy and campaigning on climate change in the Russian Federation' project was planned to run between 2009 and 2014 (five years). This project was a part of Oxfam's Economic Justice Campaign. The project consisted of two Campaigns: Climate Change and GROW. This happened because of the shift of the focus of the Oxfam International Campaign from climate change to food security issues in 2010.

First, in 2009 the project aimed at 'tackling climate change problems pushing the [Russian] government to take robust actions and make commitments to reduce emissions and support adaptation of the least developed and vulnerable nations'.¹² The programme coordinator explained during the evaluation that 'the goal was not achievable as it was set by the team prior to the project start in February 2009 and that Oxfam International expected Russia's official position would be changed within nine months from being a blocker to being a champion.'¹³

The project was planned to be '75% devoted to the climate change issues, as climate change was the OI campaign priority for 2009'. The project had to ensure a 'safe and fair deal to be signed by the Russian government at UNFCCC COP 15 in Copenhagen in December'.¹⁴

Activities was planned by the project in 2009:¹⁵

1. To reinforce the network of grassroots organisations working in 11 regions of Russia to translate understanding of UNFCCC process into practical action. The network was planned to become part of International Climate Action Network (CAN International) uniting more than 100 NGOs from all over the world.
2. To build capacity of grassroots organisations through workshops and training activities to create understanding of UNFCCC process, to form sectoral working groups on different topics (e.g. forest management, energy, adaptation fund, etc.), to develop a common set of positions, and to develop the plans of action in the regions for the time period to Copenhagen and beyond.
3. To develop a report on the effects of climate change on the Russian economy; a report on the human costs of climate change before the UN Special Sessions on climate change in December 2009.
4. To establish effective working relationships with key stakeholders including international NGOs working in Russia, UN negotiators, federal ministries involved in decision-making processes and development of climate doctrine, regional authorities responsible for framing regional climate policy.
5. To raise awareness and educate journalists, especially those working in the regions, about climate change issues and gaining coverage on the issue in both the popular and specialist press and the media, e.g. regional TV.
6. To develop and launch a dynamic and popular website that will explain the issues in a direct and engaging way with simple actions for individuals to take that will enable them to make a personal contribution to tackling climate change and will encourage district and federal governments to act.
7. To produce and distribute a popular video explaining climate change and its impact on Russia and the wider world and its importance to individual Russian citizens and what they can do to help tackle the problem.
8. To publish materials that explain, in simple language, the notion and consequences of climate changes to the average Russian citizen and representatives of the mass media.
9. To conduct educational activities aimed at the general public explaining Russia's role in UNFCCC negotiations.
10. To hold local Climate Change Hearings in the run up to the UNFCCC negotiations in Copenhagen in December 2009 with the help of regional grassroots organisations.
11. To encourage local groups and organisations to work closely with the regional authorities to achieve feasible results on climate change mitigation and adaptation projects in one region.
12. To lobby the negotiating team [Russian government delegation at the UNFCCC COP] via participating in regular meetings of the delegates with the NGOs, and to provide Russian negotiators with expertise

on different issues discussed at UNFCCC sessions, including the adaptation fund and Russia's role in it; economic stimulus and incentives for the Russian government to introduce low-carbon technologies.

Second, in 2010 the focus of the RUSA 34 project was changed to the issue of Food Security in Russia following the shift of the Oxfam International Climate Change Campaign <http://www.oxfam.org/en/campaigns/climate-change-campaign> to the GROW Campaign <http://www.oxfam.org/en/grow>. Starting from this time, the project was aimed 'at Russia's active engagement in Oxfam International processes, focusing on climate change and food security to ensure that Russia plays an active, constructive and responsible role in securing pro-poor policies at the global level on food security and climate change'.¹⁶

The following Project Level Outcomes were set up:¹⁷

- Russian government prioritises policies supporting sustainable and resilient smallholder agriculture able to supply quality food and the government commits to supporting the food needs of vulnerable people in Russia.
- Climate change adaptation, Disaster Risk Reduction (DRR) and food security policies address the food needs of vulnerable people in Russia.
- Ministry of Agriculture and other relevant authorities develop and implement climate change adaptation and resilience policies for smallholder farmers.
- Mechanisms are put in place to monitor the government's support to smallholder farmers and the food needs of vulnerable people.
- Russian consumers play an increasingly responsible role in addressing sustainable and low-carbon development needs making positive choices to buy local food grown sustainably as a part of their life-style choices.

Thus, as it possible to see from this brief description, the nature of the RUSA 34 project was rather complex and complicated with changes in strategic objectives and changes in stakeholders and approaches. The initial project logical framework is presented in Figure 1.

5 FINDINGS

5.1 PROCESSES AFFECTING ATTAINMENT OF PROJECT RESULTS

5.1.1 Project preparation and readiness

In 2009, Oxfam launched its project 'Advocacy and campaigning on climate change in the Russian Federation' as a part of the Program 'Economic Justice in the Russian Federation' (hereafter Campaign).

The need for the Climate Change Campaign in Russia was defined by Oxfam International Global Climate Change Campaign 'We have launched a global campaign because...Oxfam believes that climate change is a global problem, requiring a global solution – a UN deal that is fair to both rich and poor countries. We are calling on world leaders to support this initiative.'

<http://www.oxfam.org/en/campaigns/climatechange/about>.

Oxfam did not conduct any situational analysis before launching the Climate Change Campaign in Russia. At that time the Oxfam in Russia office did not have much policy advocacy experience and collaboration with Russian environmental NGOs – the main target group of the Campaign. The Oxfam in Russia office launched the Campaign relying on Oxfam International experience.

The mechanisms of the Campaign on climate change are explained in the Campaign reports rather than in the project design documents (clcr.ru_report_July-Oct09_Part1, Clicr_Narrative report_Novib_2009-2010, and Clicr_Narrative report_Novib_2010-2011).

In 2010, the Oxfam Climate Change Campaign changed to the GROW Campaign because of a strategic shift of Oxfam International's focus from the Climate Change Campaign to the global GROW Campaign, which included a component on Food and Climate Justice

<http://www.oxfam.org/en/grow/content/food-and-climate-justice>.

The GROW Campaign in Russia started with a **strategic session** with key Oxfam partners. At the session a representative of Oxfam GB shared knowledge on lobbying and advocacy and explained the new strategic objectives. At that time Oxfam decided to implement a situational analysis as a basis for the campaign. Thus assessment of climate change impacts on food production in Russia was initiated, which resulted in the development of five expert reports in 2010–2014.

The GROW Campaign switched to other target groups – farmers, agricultural organisations and experts – because environmental NGOs in Russia (the main target group for the climate change aspect of the Campaign) were more interested in the conservation of biodiversity and ecosystems in the context of climate change than food security. During the interviews the representatives of environmental NGOs said that the food security issue is not very urgent issue in Russia because no obvious food problems exist (shops are full of food in comparison with developing countries (e.g. countries of Central Asia), and only specific organisations and experts promote this topic. In contrast, Oxfam staff consider food security an important topic in Russia 'because more than 50% of food import is imported, extreme weather events, grain export bans, etc.'

Conclusions:

1. No background analysis was implemented to choose appropriate strategies and activity niches for Oxfam's Climate Change Campaign. In contrast, five analytical reports were produced to support the Russian GROW Campaign with background information.

- Climate-change awareness projects in Russia have not been supported by Oxfam since 2011. However, climate-change awareness raising was still in the focus of the project through maintaining the website <http://clcr.ru/> and giving interviews by Oxfam experts to the mass media.

5.1.2 Project design

Two key documents describe the project design:

- 'RUSA34 Full Description_RUSA34v1' (2009)
- 'RUSA34_Project Description in OPAL' (2010).

The first project description was four pages long and did not have a clear logframe (objective, outcomes, outcome indicators, and assumptions). It was drafted as a narrative description that included an Objective, Project Plan, set of general indicators that were not related to outcomes, and a risks narrative description (1 paragraph).

The second project description was done according to the Oxfam GB format. It ran to 11 pages, but still had significant logical gaps in project design, which are analysed below. The evaluation team discussed the project design with the first programme coordinator (Yulia Yevtushok) and found out that **the template did not help to build a SMART project design**. The project template suggested by Oxfam GB for planning and monitoring of campaigns through the OPAL system did not have proper terms definitions and tools to investigate the logical links between project impact, policy change, outcomes, and project strategies. Key features of poor project design were unrealistic outcomes, not measurable indicators, and lack of clarity of logic between project components. Poor project design was one of the reasons why the project did partially achieve its outcomes and did not measure the level of achievement of the outcomes properly.

A. The template did not have a table or diagram to represent and analyse the logical connection between outputs and outcomes. The Oxfam project template just included a table with outputs without defining the 'target' in this table:

Project Output	Target	Delivery Date
Output 1		
Output 2, etc.		

According to the OECD definition¹⁸ outcomes are 'the likely or achieved short-term and medium-term effects of an intervention's outputs', whereas outputs are 'the products, capital goods and services which result from a development intervention...which are relevant to the achievement of outcomes'. Thus, from the definition it follows that it is important to demonstrate the logic between a group of outputs which lead to one or several outcomes. The template below represents this logic and may be used in future planning:

Project Outcome	Project Output	Milestone	Delivery Date
Outcome definition	Output 1		
	Output 2		
	Output 3, etc.		

B. The template did not provide a definition for direct and indirect beneficiaries or a methodology to define and enumerate them. The template only requested:

- the estimated number of direct beneficiaries, and
- the number of indirect beneficiaries reached.

C. The template suggested listing milestones of the project without any connection to the outputs. It was unclear which milestones corresponded to which outputs, and this decreased the effectiveness of

Campaign in terms of ease of monitoring the pathway between activities and output, and from outputs to outcomes. For example:

Milestones

Seq	Responsibility	Partner/Other responsible actor	What will happen?	By when?	Milestone status
3	YYEVTUSHOK		Blog Action Day	06/12/2009	Achieved
4	YYEVTUSHOK		Global Climate Action Day	24/10/2009	Achieved

D. The template did not require annexes to be in the same project design document. The annexes were somewhere else in the OPAL system, for example:

Date Attached	Attached by	Attached File	Category
23/03/2011	YYEVTUSHOK	CC_Logic_Model_Final_Collated_v2.doc	Plan: Logframe

Therefore, it took time to find annexes during the evaluation. The document 'CC_Logic_Model_Final_Collated_v2.doc' was only one page long, so, it would have been easy to include it on the 12th page of the project design document.

One of the reasons why project planning documents were not used in project implementation/monitoring and were not annually updated could have been that these documents did not represent a clear logic of the project and were stored in different places in the OPAL system.

In addition to the analysis of the project template, **the evaluation team analysed the project design itself.** Here are some findings:

1. **Goal/Aim/Purpose** of the project was not clearly formulated: 'The project is aimed at bringing the expertise of Oxfam's programmes throughout the world to the Russian reality' **or** 'This project is aimed at Russia's active engagement in OI processes.'
2. **Programme-level outcome** 'Russian development policy and policy on adaptation financing is pro-poor, gendered and reaches the most vulnerable in Kyrgyzstan and Tajikistan' **included two other countries apart from Russia**, but the project level outcomes did not include Kyrgyzstan and Tajikistan. The connections between Russian development policy and the most vulnerable people in two other countries were not explained. An interview with the programme coordinator revealed that the two other countries were excluded further from the project without proper adjustments in the project design.
3. **One of the project outcomes reflected the expected changes within the target group. This was a result of the project products and services** being realistically achieved within the timeline of the Campaign (2009–2014) 'Mechanisms are put in place to monitor the government's support to smallholder farmers and the food needs of vulnerable people.' **Four other outcomes were formulated as impacts** (long-term project effects as a result of efforts of numerous projects of different organisations and activists) and **did not include outputs** (products and services produced by the project):
 - The Russian government **prioritises** policies supporting sustainable and resilient smallholder agriculture able to supply quality food and **commits to supporting** the food needs of vulnerable people in Russia.
 - Climate change adaptation, DRR and food security policies **address** the food needs of vulnerable people in Russia.

- The Russian Ministry of Agriculture and other relevant authorities **develop and implement** climate-change adaptation and resilience policies for smallholder farmers.
- Russian consumers **play an increasingly responsible role in addressing sustainable and low-carbon development needs** making positive choices to buy local food grown sustainably as a part of their lifestyle choices.

Conclusions

1. The project planning documents did not have specific and time-bounded goals, outcomes and indicators. Logic connections between outputs and outcomes, including milestones, were not explained.
2. The poor quality of the project-design documents might be explained by lack of knowledge and skills among project team members in Results-Based Planning. There was no special planning, monitoring, and evaluation training conducted by Oxfam GB for the Russian project management team.
3. There was no baseline information related to selected outcomes (e.g. level of initial skills and knowledge of regional NGOs on climate change and food security topics, and gaps in policy documents, which need to be covered).
4. Project-design documents were not updated considering the changes the team agreed upon regarding outcomes, outputs and indicators.

5.1.3 Implementation approach, management and project finance

From 2009 to 2013 Yulia Yevtushok was Oxfam's Climate Change and Economic Justice programme coordinator in Russia. Andrey Rakhmanov, her successor, has been in charge of the Russian programme since October 2013.

This project was managed by the programme coordinator accountable to the Country Director (Oxfam in Russia office) and Oxfam GB. The programme coordinator was responsible for project planning, managing, and monitoring, including reporting to Oxfam GB according to internal standards and procedures. Financial management of the Campaign was carried out by the Financial Manager of the Oxfam in Russia office.

Yulia Yevtushok managed the project successfully according to the opinion of Oxfam in Russia office staff and Campaign partners:

1. Management of the project was effectively done through regional partner organisations (environmental NGOs) and experts who implemented all the project activities with financial and technical support of Oxfam and their own resources.
2. The coordinator signed the contracts with the project partners and delivered the contract payments on-time, assisted partners in meeting their needs (for example, connecting with relevant experts), and took part in Campaign events in different parts of Russia.
3. The coordinator successfully promoted the project portal <http://clicr.ru/> among NGOs and among Oxfam partners. She helped the web administrator keep websites <http://clicr.ru/> and <http://grow.clicr.ru/> regularly updated by providing updates on climate change issues on a global scale, translated from English into Russian materials and publications of popular tests, such as 'Find out your eco-print' and 'What is behind the brands?'

Yulia Yevtushok used **adaptive management during** her supervision of the project:

- A new project document with new set of outcomes **was developed** to reflect the shift of one campaign (Climate Change) to another (GROW) considering lessons learned from the Climate Change Campaign.
- After the discussion of the research report on a round table meeting 'The Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation',

the coordinator invited Georgiy Safonov (Director of the Centre for Environmental Economics and Natural Resources, Higher School of Economics) to complete an economic analysis of climate change impact on food production and produce a report 'Economic Impact of Climate Change on Russia's Agriculture: National and Regional Issues'. This report was a considerable improvement on the previous one being much more practical.

- The coordinator was successful **in adapting Oxfam International network campaigning experience** to Russian reality: she translated and published different materials from Oxfam websites on the Russian Campaign websites <http://clicr.ru/> and <http://grow.clicr.ru/> (for example, Brazilian 'Zero Hunger' strategy); she adopted climate schools and climate hearings models from the Oxfam network to raise the interest of environmental NGOs and the general public in various regions in Russia in climate change talks in Copenhagen in 2009.

Andrey Rakhmanov used **adaptive management during** his supervision of the project as well:

- The coordinator started to represent Oxfam in Russia office policy recommendations by himself. For example, Oxfam recommendations for the project 'Road for Agricultural Development in Russia until 2020' have been discussed in Moscow Economic Forum (2013) and further considered by the development team. This is a very effective policy because it was hard to determine during the evaluation which policy recommendations were promoted by Oxfam partner organisations on their own initiative, and which on Oxfam's initiative.

Key donors for the Campaign were following: Geneva Global Inc., Oxfam Novib, Finnish Government and Embassies, Danish Embassies, and UK -Foreign and Commonwealth Office. The main Campaign costs were assigned to the items as outlined in **Table 4** below.

The key sources of project financial support were the Oxfam network and embassies of other countries in Russia. The total project expenditure was 431,195 euros (32,759 euros less than was initially planned¹⁹). The evaluation team did not find documents summarising the costs per item. Financial documents were not analysed because it was not assigned by TOR.

Table 4. Project financial expenditure items

Project implementation items	Capacity building items
<ul style="list-style-type: none"> • Project administration and management • Travel and accommodation costs for Oxfam's staff • Technical adviser support visits • Fees to the consultants • Internet service • Project visibility 	<ul style="list-style-type: none"> • Meetings/exhibitions • Consultancy services – research • Translation and interpretation • Grants to partners (in total 19 grants) • Partner support costs • Project printing/publications

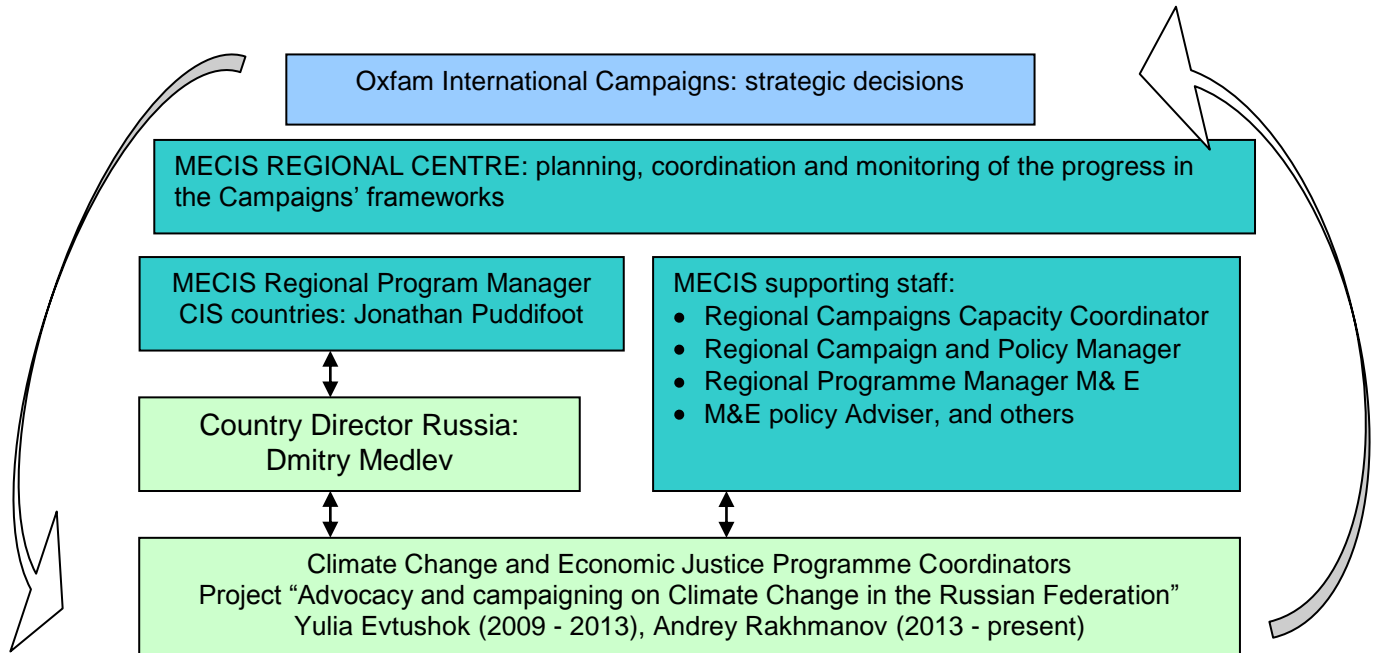
Conclusions

1. Management of the project was effectively done through regional partner organisations (environmental NGOs) and experts who implemented all the project activities with the financial and technical support of Oxfam and their own resources.
2. In 2010 Oxfam International shifted its focus from the Climate Change Campaign to the GROW Campaign with a focus on food security. The GROW Campaign was launched in Russia in June 2011.
3. The Oxfam in Russia office followed the same change according to the Oxfam campaigning policy. As a result of that shift the project changed its goal, outcomes, indicators, target groups and key partners.

5.1.4 Oxfam supervision

The Oxfam in Russia office is a part of the global Oxfam network (see Figure 7).

Figure 7: Oxfam International strategic decisions



Link between Russian campaign and Oxfam's global campaign: global campaign had strategic objectives that were used to develop national campaign objectives in every country that took part in the global campaign, including Russia. Country teams provided quarterly reports on the accomplishment of global objectives. *In the case of Climate Change and GROW Campaigns, the evaluation did find the reports, but not the quarterly strategic plans upon which the quarterly reports were prepared.*

Oxfam GB supervision of the project 'Advocacy and campaigning on Climate Change in the Russian Federation': the Oxfam in Russia office **is coordinated and managed by the Middle East and Commonwealth of Independent States (MECIS) Regional Management Centre, Oxfam GB.** MECIS manages programmes in Yemen, Occupied Palestinian Territories, Egypt, Lebanon, Syria, Jordan, **Russia**, Tajikistan, Armenia, Azerbaijan and Georgia. Programmes within the MECIS region reflect Oxfam's approach to work across the globe throughout Oxfam International Campaigns.

The MECIS Regional Office ensured:

- that the Oxfam in Russia office had necessary staff; management, monitoring and evaluation systems; and Oxfam network expert support to implement the Campaign;
- the Russian campaigns achieved the results reported to Oxfam International were of appropriate quality and timeliness;
- the Campaign reported its progress through the internal project management software program (OPAL); and
- that Oxfam in Russia office had an annual planning process to discuss the budget and activities plan for the next year. Nevertheless, the evaluation team did not find any annual plans for Climate Change and GROW Campaigns.

Communication. Once a month the programme coordinator had a conference call with MECIS Regional Advisers to discuss the ideas of the project. Additionally, the coordinator participated in the conference calls

between CIS countries (once every 2–3 months) to share experiences and discuss overall Campaign progress.

The MECIS office, Oxfam GB, and Oxfam International provided experts support to the project and financing for the project staff and partners to take part in the international level meetings. Examples of the support include the following areas:

- Jonathan Puddifoot, Regional Programme Manager, edited Oxfam research reports in English, and advised the Project Coordinator on the development of the informational platform <http://clicr.ru/>.
- Between 2009 and 2011, Richard English worked closely with the programme coordinator. He supported Yulia Evtushok during the start-up period of the campaign in the run up to the Copenhagen COP in 2009 as Regional Campaigns Coordinator and then as Campaigns Capacity Coordinator in 2010/11. Richard helped Yulia to design and launch the Clicr.ru campaign and conducted a planning workshop for the GROW Campaign.
- Between 2011 and 2012, Fionna Smyth, Regional Campaign and Policy Manager, advised the programme coordinator on strategies to implement and monitor the progress of the Campaign in Russia.
- Between 2012 and 2013, Anna Collins was the Regional Campaigns Coordinator at Oxfam GB, and she assisted the programme coordinator in connecting to Oxfam network experts, and with other matters.
- Regional managers' consolidated efforts made the results of the Russian Campaign visible at international level, for example, through publishing project reports on the Oxfam International website <http://www.oxfam.org/en/grow/policy/economic-analysis-impact-climate-change-agriculture-russia>.

Oxfam in Russia office reporting. The Russian Country Director reported to the MECIS Regional Programme Manager, and the Russian Climate Change and Economic Justice Programme Coordinator reported the results of the project to the Country Director. For the period of the project implementation the programme coordinator was responsible for donor relationships.

Conclusions

MECIS's help was crucial for success of the project, specifically, by:

1. connecting the programme coordinator with Oxfam network experts because in 2009 the Oxfam in Russia office did not have experience in organising advocacy and lobbying campaigns;
2. providing experts' support in planning and launching Climate Change and GROW Campaigns, especially in the development of the Campaigns' portal <http://clicr.ru/>;
3. editing research reports in English and promoting them at international level; and
4. providing financial and organisational support to bring project staff and representatives from the civil sector to international-level meetings, such as G20, Global Food Security Annual Summit 37, and Rio+20 (United Nations Conference on Sustainable Development).

5.1.5 Reporting, monitoring and evaluation

Oxfam GB uses Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) **terminology** for project planning, management and evaluation²⁰ in accordance with the Result-Based Management (RBM) approach.²¹

Oxfam GB has a special programme management and information system called Oxfam Programme Accountability and Learning system (OPAL). 'OPAL has mandatory fields for stating programme outcomes and **attaching a MEAL** (monitoring, evaluating, accountability and learning) **plan** to set out how the programme will monitor progress against proposed outcomes, and their impact. It is the responsibility of the **designated programme manager to ensure that learning arising from this process is fed back into the programme.** Learning is most often done through the core system of Monitoring and Country Reviews. These Reviews are participatory, and learning is produced in 'real time' and fed directly back into the programme at field level.²²

Oxfam GB provided the project team with a **planning and monitoring framework (Appendix 11)**. Even though the MECIS Regional team had a consultant on Project Monitoring and Evaluation, there were no consultations and training provided by Oxfam GB to the Oxfam in Russia office staff during the project implementation. There was no assessment of the knowledge and skills of the project staff to use the Oxfam GB framework. Obviously, interest in using the framework was low on both sides: Oxfam GB and the Oxfam in Russia office. This was one of the reasons why the **Monitoring and Evaluation system of the project was set up, but was not operational**.

The evaluation team conducted **brief analysis of the Oxfam GB planning and monitoring framework, which revealed the following**:

- There are no definitions of impact, outcomes or strategies in the framework.
- It is not clear how to use power analysis in determining the appropriate strategies for project implementation.
- The framework claims that the outcomes should be ‘Specific, Measurable, Achievable, Realistic, and Time-bound (SMART)’, but there are no instructions how to formulate the outcomes in order to meet these criteria. For example, it is not clear what context the outcome formulation should include in order to be **specific**. There are no examples of correct formulations of outcomes in the framework.

From the above analysis it is possible to conclude that the framework assumed that Oxfam managers understand the definitions of RBM and they are able to formulate impacts, outcomes, outputs, strategies, and outcomes indicators in SMART way. The evaluation showed that this assumption was wrong in terms of the Oxfam in Russia office project staff. Both programme coordinators (Yulia and Andrey) needed planning, monitoring and evaluation training.

Monitoring data collection. The project staff did not collect information about the usage of the project’s products and services by beneficiaries and changes occurred within the target groups (in the other words, **project outcomes**). For example, it was not explained in the project reports how government agencies used Oxfam’s research report and recommendations, or how NGOs trained in Climate Change Campaigning used obtained knowledge to raise awareness among the Russian public.

The programme coordinator was the only person in the Oxfam in Russia office who worked on the project: contracted partners, organised events, wrote reports, and implemented other duties. The programme coordinator did not have enough time for collecting feedback and monitoring the progress. There should be another person responsible for the process monitoring and evaluation.²³

Lessons learned. In every quarterly report Yulia Yevtushok (programme coordinator 2009–2013) described lessons learned from the project implementation, for example:

- ‘As for ways of working together as a global team...there was such a flow of e-mails in the run up to the launch [of the project] that it was difficult to keep track of. It would be great to get fewer e-mails, but containing more information in one, than many small pieces.’
- ‘[It] would be great not to plan the launch [of the project] right after holidays (including Bank holidays in the UK), as it happens that lots of things should be solved in the last minute.’

Reporting on the project progress may play a key role in providing feedback to the programme coordinator from the up-level managers. The Evaluators were informed that the project reports are stored in OPAL database, but they did not know about existence of another Oxfam’s database called SUMUS and found out about it by chance. Thus, the documents from SUMUS database were not evaluated.

The following reporting link was discovered: (1) RUSA 34 Campaign Coordinator reported to the Oxfam country director; (2) the Oxfam country director reported to the MECIS Regional Programme; and (3) the MECIS Regional Programme reported to donors who funded the project; additionally the programme coordinator reported to Oxfam International Campaigns coordinators.

The programme coordinator and MECIS Regional Programme managers were interviewed to assess how the feedback on the reports helped to improve the project. The managers provided their feedback on quarterly and half-year reports verbally, no formal written feedback was given to the Oxfam in Russia office.

The managers did not check the logic of the reports in terms of how the project activities contributed to outputs, and how the project outputs contributed to the project outcomes.

No standard reports on the Climate Change Campaign following the Oxfam GB format were found by the evaluation. There were only reports to the donors who provided money for the Campaign. **In contrast, since April 2011 the Oxfam in Russia office produced Quarterly Monitoring Reports on the GROW Campaign.** The evaluation team analysed seven GROW Campaign Quarterly reports and one six-month report produced by the programme coordinator and submitted to the OPAL database in 2011–2013. **Nevertheless, the evaluation did not find three of the seven quarterly action plans that according to the quarterly reports had been prepared.**

There were five objectives of the GROW Campaign set up globally, and reports were developed in accordance with them (Table 5). As you can see from the table, in almost every quarterly report there were different outcomes to the project reported on. Outcomes should represent mid-term changes happening as a result of products and services produced by the Campaign. **In fact, having new outcomes every quarter may mean that the team did not understand the meaning of outcomes, and/or that the team was not sure what changes they want to achieve as a result of the project services.**

Table 5. Objectives of Oxfam international GROW Campaign and RUSA 34 project outcomes

GROW objectives	RUSA 34 Outcomes
<p>Objective 1. Grow movements to build a better future where everyone always has enough to eat.</p>	<p>April–Sept 2013: Outcome 1. Build dialogue between the civil society and government in the lead up to the G-20 Summit. Outcome 2. Use digital complaining to reinforce the network and capacity building of the civil society and Russian citizens.</p> <p>Oct 2012–March 31 2013: Outcome 3. Empower the public to press food and beverage companies to operate in a more ‘GROW’ way, by building their knowledge and networks, and by giving them tools to engage with companies. Outcome 4. Empower women and men to achieve food justice in a resource constrained world linking the urban food consumers with rural small-scale producers.</p> <p>July–September 2012: Outcome 4. Empower women and men to achieve food justice in a resource constrained world linking the urban food consumers with rural small-scale producers.</p> <p>April–June 2012: Outcome 5. Develop a cadre of young bloggers who will promote the GROW Campaign by blogging on popular websites across Russia.</p> <p>July–September 2012: Outcome 6. Encourage people to make positive food choices.</p> <p>April–June 2012: Outcome 6. Encourage people to make positive food choices.</p> <p>Jan–March 2012: Outcome 7. CSOs actively engaged in Economic Justice campaigning and increased capacity to influence the Russian Federal government. Increased awareness of the public in Russia on the impact of food price hikes on poor women and men.</p> <p>July–September 2011: Outcome 8. Help to grow a national movement in support of food justice in a resource constrained world.</p> <p>April–June 2011: Outcome is not defined, there are only outputs:</p> <ul style="list-style-type: none"> • more than 500 people responded to online questionnaire of Big Food conversation at clicr.ru; • new grow.clicr.ru website was launched on the 1st of June 2011;

GROW objectives	RUSA 34 Outcomes
	<ul style="list-style-type: none"> 67 people signed up for food_security listserv.
<p>Objective 3. Win a global deal on climate change.</p>	<p>April–Sept 2013; July–September 2012: Outcome 1. Raising awareness of Climate Change impacts on food production and expanding the space for civil society activism on the issue within Russia and globally.</p> <p>Jan–March 2012: Outcome 2. Russia plays a constructive role in international climate negotiations and its contributions to adaptation financing are increased, and of better quality and reach the most vulnerable.</p>
<p>Objective 4. Invest in the productivity, resilience, and sustainability of small-scale food producers, particularly women.</p>	<p>April–Sept 2013: Outcome 1. Encourage Russian Federal and local authorities to work on achieving more feasible results on climate change adaptation.</p> <p>Oct 2012–March 31 2013: Outcome 2. Ministry of Agriculture and other relevant authorities develop and implement climate change adaptation and resilience policies for smallholder farmers.</p> <p>Outcome 3. Mechanisms are put in place to monitor the government’s support to smallholder farmers and the food needs of vulnerable people by civil society organisations, producers’ association and other stakeholders that are transparent and allow them to engage with authorities on implementation issues.</p> <p>Jan–March 2012: Outcome 4. The Russian government supports not only larger farming units, but also small holders, especially women, who will have access to fair markets and fair credit. Government invests in sustainable farming methods.</p> <p>July–September 2011: Outcome is not defined, there are only outputs:</p> <ul style="list-style-type: none"> Oxfam was invited to present at the Russian grain producers’ conference. Attendance of Russian expert at CFS in Rome.
<p>Objective 5. Respond to global food price crises and provide a fast and fair response.</p>	<p>April–Sept 2013: Outcome 1. Enhance food security focus and highlight it through social protection of vulnerable population.</p> <p>Jan–March 2012: Outcome 2. Oxfam’s global work informs the debates on adaptation and food security policy that is gendered, inclusive, and pro-poor and focused on the most vulnerable men and women, is shared with relevant authorities/civil society in the regions and gives us legitimacy to influence Russia regarding its global role on adaptation and food exporting.</p>
<p>Other objective 6. Engage Russian CSOs in Economic Justice campaigning and increase their capacity to influence the Russian Federal government.</p>	<p>Oct 2012–March 31 2013; April–June 2012 Outcome 1. The Russian government prioritises engagement with relevant Russian civil society organisations, taking into account their interests and views on Russian positions in international forums; is committed to and engaging in effective transparent multi-stakeholder consultations in line with policy and addressing the longer-term challenges of climate change and food security from a human impact perspective (only for Oct 2012–March 31 2013)</p> <p>Outcome 2. Oxfam and other international NGOs facilitate the creation of a National Policy Platform on FSN for 2014, having Food Security and Nutrition at its core, linking with public policies on Agriculture, Climate Change, Food and Essential Services.</p>

Obvious logic discrepancies were found in the half-year project report.²⁴ This report includes Corporate Objective, Measures/Milestones columns upon which to report project outputs. But it is not clear how the Milestones led to the achievement of the Corporate Objectives. There is no logical connection within the columns and between the columns, for example:

Corporate Objective	Measures/Milestones upon which to report	Report
<p>Grow movements to build a better future where everyone always has enough to eat</p>	<p>Activities to empower women and men to achieve food justice in a resource constrained world linking the urban food consumers with rural small scale producers.</p> <p>Evaluation Comments: Milestones are the outcomes (changes within target groups) or outputs (products and services produced under the project), not the activities.</p> <p>For example, 'in the United Kingdom, the publication of a 1995 White Paper on Better Accounting for the Taxpayers' Money was a key milestone committing the government to the introduction of resource accounting and budgeting.'²⁵</p> <p>The report should present whether the project services or the behavioural changes and explain the pathway between milestone and objective.</p>	<p>27,612 unique visitors visited two websites devoted to Climate Change and Food issues. 2,575 people read our two blogs. 3,183 people follow two Tweeters.</p> <p>The online survey was launched on 20 June on grow.clcr.ru website to initiate the conversation re positive food choices. 40 people participated in Moscow+20 Youth Forum.</p> <p>Food Festival arranged by Slow Food Russia took place in Moscow from 12 to 14 of September.</p> <p>The recipe contest was launched on 27 September on grow.clcr.ru website.</p> <p>Evaluation Comments: The milestones state the activities to empower women and men. The report does not explain how the number of people visiting websites and blogs, online surveys, the participation of 40 people in Moscow+20 forum, the food festival, and the recipe competition are related to empowering 'women and men to achieve food justice' and 'linking the urban food consumers with rural small-scale producers'.</p>

The reports had no evaluation value in terms of assessing how the campaign achieved its outcomes because there are no links in the report between activities, outputs and outcomes.

Conclusions

1. Oxfam M&E framework guidance lacked definition of terms, clear instructions and examples to guide appropriate project planning, monitoring and evaluation. The programme coordinators did not undertake any training to use the framework.
2. The project did not have an operational M&E framework to assess how efficiently and effectively project activities contributed to outputs, and how outputs contributed to outcomes.
 - a. The Evaluators did not find M&E plans for each year of the project (2009, 2010, 2011, 2012, 2013, and 2014).
 - b. The Evaluators did not find annual, mid-term and final project reports (2009–2014).
 - c. There was no person responsible for collecting data on outcome indicators, for example, discussing the use of the research reports by target politicians and asking them about policy changes they made based on those reports; collecting policy documents and highlighting those changes.
3. Nevertheless, the project had some monitoring activities to assess the progress of its two campaigns (Climate Change and GROW).
 - a. Oxfam in Russia office recorded the number of visitors and viewers in <http://clcr.ru/>, <http://grow.clcr.ru/>, Twitter, Livejournal clcr, and Livejournal Grow, and improved these web resources accordingly;

- b. The Russian team had regular conversations with MECIS office to discuss progress and get advice on campaign mechanisms.
4. There were no formal feedback and special requests from MECIS team, Oxfam GB, or Oxfam International about reporting on outcomes indicators, lack of logic between outputs and outcomes in project reports, and Oxfam M&E framework misuse. Possibly, the absence of requests was one of the reasons for the programme coordinator to concentrate on producing and monitoring outputs (organised trainings, distributed publications, developed websites, brought experts to international meetings, and others) rather than achieving and monitoring outcomes (influencing target groups to use the Campaign products and make policy changes).

5.2 OUTCOME 1

Outcome 1: Developed internet community network in support of climate change and food security issues in Russia

Final Project Outcome 1: *Increased awareness* of the Russian public about the impact of climate change and food security issues (global and domestic).

Intermediate Outcome 1.1: Developed internet community *network in support* of climate change and food security **issues** via online events: discussions, competitions, and online campaigns, such as signing electronic petitions (**achievement of this outcome was evaluated**).

Reference to the significance of the outcome in relation to the Final Project Outcome 1: The internet is a popular tool for Russian NGOs to get and distribute information among their target groups, as well as to engage audience into different campaigns. There are some environmental websites on the internet that were established for this purpose such as <http://ecodelo.org>, <http://www.ecorussia.info/>, and others. Therefore, this intermediate outcome of Oxfam's campaign may be considered as significant contribution to Final Outcome 1 – people visit Oxfam's websites and blogs, they get information about climate change and its impact, and take part in advertised online and offline events (organised by Oxfam and its partners) devoted to climate change and food security issues. Due to these activities public awareness about climate change and its impacts may increase.

Evaluation question: Does the internet community become aware about climate change and food security via online events and websites established by Oxfam?

Target groups for the website <http://clicr.ru/> (listed from high to low priority):

1. Active young users of the internet of age 16–25 years (80% of the entire audience).
2. Environmental NGOs.

Target groups for the website <http://grow.clicr.ru/news> (listed from high to low priority):

3. Agricultural and farmers' unions, associations and NGOs.
4. Professors and students.
5. Farmers.
6. Housewives.
7. Oxfam partners on the Climate Change Campaign.

Baseline situation on climate change issue: WWF-Russia and Greenpeace-Russia distributed news about climate change via their websites before Oxfam started its campaign.
http://www.wwf.ru/about/what_we_do/climate/eng, <http://www.greenpeace.org/russia/ru/campaigns/climate/>.

Baseline situation on food security: Some information about food security issue in Russia was available on such popular websites as the Association of Farmers and Agriculture Cooperatives of Russia (<http://www.akkor.ru/en/node/1>) and the Russian Grain Union's (<http://grun.ru/>) before Oxfam started the GROW Campaign.

This section investigates the connection between outputs produced by the project and intermediate outcomes (Output-Outcomes pathway), based on evidence collected on each outcome indicator (see **Table 1. Evaluation logframe**). Also, the Evaluators have tried to explain the extent to which the selected outcomes have actually materialised.

Outcomes indicators:

1. Number of people who took part in activities via Oxfam’s online platforms.
2. Number of people who visited Oxfam’s Climate Change and GROW websites.

Indicator 1: Number of people who took part in activities via Oxfam’s online platforms

1. **Russian internet users signed the Behind the Brands petition** on the Oxfam International website in 2013 to encourage multinational food and beverage companies to be socially and environmentally responsible. Unfortunately, it was impossible to find out how many people in Russia signed the petition.

Oxfam input: Oxfam translated the petition into Russian and distributed information via blogs, and partner websites.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
Assumption: If people visited Oxfam Campaign’s websites and signed the petition, they read materials on the website and increased their awareness.	The petition http://www.behindthebrands.org/en	Oxfam reports in OPAL.

2. **The online survey was conducted** on www.grow.clcr.ru website to initiate discussion on positive food choices. **653 people** participated in the online survey in June 2011.

Oxfam input: Oxfam translated the questionnaire on positive food choices into Russian and distributed this information via blogs and partners’ websites. Oxfam distributed the results of the online survey among Russian journalists. The results of the survey were used for planning the GROW Campaign.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
Oxfam attracted audiences to its websites and GROW Campaign by the mean of the questionnaire on positive food choices.	Questionnaire http://grow.clcr.ru/news/6	<ul style="list-style-type: none"> • Oxfam reports in OPAL. • The results of the survey http://grow.clcr.ru/news/7 • Interview with the programme coordinator.

3. **Russia was the only country that launched the recipe competition in the framework of the GROW Campaign.** The competition was initially was planned to be global.

Oxfam input: Oxfam organised and conducted the competition.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
Oxfam educated the internet community network in Russia on sustainable food consumption and initiated dialogue on food security among target groups.	<ul style="list-style-type: none"> • 191 recipes with pictures were posted to the website http://grow.clcr.ru/recipes_list_2012 • Winner told about her trip to Turin http://grow.clcr.ru/news/108 	<ul style="list-style-type: none"> • Oxfam reports in OPAL. • Interviews with the programme coordinator and project partners.

4. OXFAM events were viewed on www.youtube.com in 2012–2013:

- Round table event ‘Climate Changes Impact on Food Security’ (16 December, 2012) – 19 views
<https://www.youtube.com/watch?v=X5qRhEj3lI8>
- Round table event ‘Climate Change Impacts on Grain Production’ (29 March, 2013) – 33 views
<https://www.youtube.com/watch?v=aEDjn-JLbdM>

Output – Outcome pathway	Primary sources of information	Secondary sources of data
Oxfam kept the target audience informed about its events.	Round table meetings devoted to Oxfam analytical reports: http://growcampaign.clicr.ru/video/24 , http://growcampaign.clicr.ru/video/25	<ul style="list-style-type: none"> • Oxfam reports in OPAL. • Interviews with the programme coordinator and partners.

5. In 2013-2014 206 people signed up for Oxfam’s Food Security list-serve, and 561 people signed up for Climate Change list-serve.

Output – Outcome pathway	Primary sources of information	Secondary sources of data
Oxfam kept the internet target group informed about its events and news (in Russia and at international level).	http://clicr.ru/ http://grow.clicr.ru/	Interviews with the programme coordinator and partners.

Indicator 2: Number of people who visited Oxfam’s Climate Change and GROW websites

Statistic counting tools were activated on www.clicr.ru and www.grow.clicr.ru on 27 May 2010 and 30 May 2011 respectively. Collected statistics on website visits are presented in **Table 6**:

Table 6. Website and blog visit statistics

Sources of data	Number of views/number of people					
	http://clicr.ru/	http://grow.clicr.ru/news	Twitter	Livejournal clicr	Livejournal Grow	Vkontakte
2010	15894/8026	—	—	—	—	—
2011	46436/32078	6150/4087	1642	—	—	—
2012	42092/32109	23860/16583	—	6550	4218	—
2013	32667/25779	17870/14406	—	37291	23389	—
2014	—	—	1989	—	—	—

Using the above statistics, we can say that interest in the Oxfam Climate Change website among internet users increased in the period from 2010 to 2012, and in 2013 it dropped by 30%. The popularity of GROW website increased in 2011–2012 and then it decreased by 25% in 2013. According to the opinion of respondents, the obvious drop off in website visits in 2013 may be explained by the change of focus of the websites to the official news of government agricultural agencies (topic of low interest to the website target audience).

5.2.1 Salient causal stories

Identifying plausible causal explanations is one of the steps in the Process Tracing evaluation methodology. A **'causal story'** is a description of the specific processes/mechanisms that evidentially contributed to bring about the targeted outcomes²⁶.

The Evaluators used theory of change model built with Miradi software,²⁷ project reports and stakeholder interviews in order to formulate two hypotheses explaining how the outcome 'Developed Internet community network in support of climate change and food security issues via online events: discussions, competitions, and online campaigns such as signing electronic petitions' **would possibly come about:**

Hypothesis A: Oxfam's promo-strategies **were effective in attracting target groups** to take part in discussions, competitions, and online campaigns, such as signing electronic petitions.

Hypothesis B: Oxfam's **partnership with Greenpeace Russia and WWF Russia encouraged target audiences** to take part in Oxfam discussions, competitions, and online campaigns, such as signing electronic petitions.

5.2.2 Findings

Oxfam used **Visibility and Communication Strategy** to develop an internet community network in support of climate change and food security issues via online events. The strategy included creating websites <http://clicr.ru/> (2009) and <http://grow.clicr.ru/> (2011) and developing promotion campaigns (networking, work with mass-media, and others, which are explained below).

The main efforts were put into planning, designing, launching, and promoting the website <http://clicr.ru/>. The website grow.clicr.ru was promoted through website clicr.ru and using profiles in social networks, for example, <http://grow.clicr.ru/news/104>, <http://clicr.livejournal.com/61272.html>, and <http://oxfam-ru.livejournal.com/24111.html>.

This section describes indicators to test the hypotheses and evidences collected for each indicator.

Indicators:

1. The extent to which design of the websites and blogs was developed considering **the interests of the target groups**.
2. **The extent to which the external factors** were considered in launching the websites <http://clicr.ru/> and <http://grow.clicr.ru/>
3. **The extent to which promotion tools** were effective to attract target groups to the websites <http://clicr.ru/> and <http://grow.clicr.ru/>

Hypothesis A: Oxfam's promo-strategies were effective in attracting target groups to take part in discussions, competitions and online campaigns, such as signing electronic petitions.

Indicator 1. The extent to which design of the websites and blogs were developed considering the interests of the target groups, analysis of the website <http://clicr.ru/>.

A. Oxfam clearly defined its **target group** (people 16–25 years). The project targeted 'young Russians, and therefore the general style and the spirit of the project was aimed to involve emotionally at first and then to provide with information and encourage to act and change habits.' The idea behind selecting this target group was to target 'clever, dynamic young people who are capable of spreading Oxfam ideas to the general public.'

- B.** Oxfam defined its **target group's interests in the Climate Change website** <http://clicr.ru/> as follows: flash mobs, art events, creative competitions, and meetings with famous and influential people. Oxfam's goal was to create and promote the website <http://clicr.ru/> with an interface that would appeal to the corporate style, modern trends and interests of the target audience (climate change in Russia and internationally). The scientific information on the websites was provided in everyday colloquial language to make understanding of the climate change and food security issues easy for a wide audience. During the youth festival 'Seliger 2009' (July 18–19 2009), Oxfam conducted a survey of the young Russians on their interest in the climate change issue and the form of activities they wanted to participate in.

Indicator 2. The extent to which the external factors were considered in launching the website <http://clicr.ru/> and <http://grow.clicr.ru/>.

Considering **external factors to launch and promote the website** was one of the key successes of Oxfam's Climate Change Campaign.

- A.** The website was launched in support of Russian participation at the December 2009 United Nations Climate Change Conference, commonly known as the Copenhagen Summit. Under Oxfam leadership hundreds people from Russia joined the global flash-mob '100 Days until Copenhagen' on August 21, 2009.
- B.** Oxfam in Russia office project was linked to Oxfam Global Campaigning: the public was able to connect to other countries, for example, read other country news, sign global petitions and take part in international events.
- C.** Launch of Oxfam GROW Campaign coincided with extreme weather events (severe droughts of 2010–2012) impacting food security in Russia and the country's export potential.

Indicator 3. The extent to which promotion tools were effective in attracting target groups to visit the website <http://clicr.ru/> and <http://grow.clicr.ru/>.

- A.** Based on the results of Seliger 2009 survey, conversations with Oxfam network experts, and Russian partners Oxfam used the following promotion tools:
- **Involved famous, eco-oriented and influential people** in the Climate Change Campaign and use attractive case stories to promote their messages among the target audience. For example, Svetlana Kruchkova, a famous Russian actress, gave an interview to Oxfam about her attitude to healthy food <http://grow.clicr.ru/interview/2>. At present, climate change is a very popular topic globally, including Russia, and now it is easier to engage famous people in joint activities on climate change issues.
 - **Published videos, PowerPoint presentations**, and materials from Oxfam and its partners' events (<http://clicr.ru/resources/video>, <http://clicr.ru/resources/presentations>), photos from the events (<https://picasaweb.google.com/clicr.oxfam>).
 - **Distributed information about climate change issue events** (<http://clicr.ru/event>) and other upcoming environmental events, relevant news on climate change evidence from Russian regions.
 - Published information about **grant programmes**.
 - Published **links to other resources**, blogs and social networks (<http://clicr.ru/resources>, <http://clicr.livejournal.com/>)
- B.** Prior to the launch of the Climate Change Campaign website, all information on the climate movement in Russia, events and campaigns was accumulated on the **popular partnership portal Ecowiki.ru**. This step was successful to attract the attention of people to a new climate change website: 6,000 views of Oxfam's website were registered during the first two months after its launch.

C. Oxfam's work with mass-media:

- A meeting with nine journalists on climate change was held by Oxfam in cooperation with WWF Russia.
- Oxfam prepared a press party for media representatives and partners to launch <http://clicr.ru/> website and Climate Change Campaign in Russia on 24 September, 2009 (photos <http://picasaweb.google.com/clicr.oxfam/242009#>). 28 people attended that event.
- Oxfam organised a mutually beneficial collaboration with the *Akzia* newspaper (the leading Russian printed media for youth), *Arguments and Facts*, *Novye Izvestiya*, *RIA Novosti (Russia today)*, and *Voice of Russia* (German department) to promote the climate change theme in Russia.
- E-mails, announcements of upcoming events, press releases and digests with climate change news were regularly disseminated (at least once a week) among the users of <http://clicr.ru/> website to keep them informed and interested in the issue.

D. Oxfam created seven profiles in social networks to promote the Climate Change and GROW Campaigns such as:

<http://clicr.ru/>

- <http://twitter.com/MrClicr>
- <http://clicr.livejournal.com>
- <http://www.youtube.com/user/mrclicr>
- <http://vk.com/clicr>
- <https://www.facebook.com/clicr.ru>

<http://grow.clicr.ru/>

- <http://vk.com/club27650999>
- <http://video.yandex.ru/users/grow-oxfam/tag/grow.clicr.ru/>

E. Oxfam organised a **partnership network** to promote the Climate Change and GROW Campaign websites. Due to the network activities and linkages 11 well-known Russian organisations published information about Oxfam activities on their websites. For example, the clicr.ru logo was found on the websites <http://world.350.org/russian/>, <http://globalpowershift.org/about/>, and <http://ecolounge.ru/>.

F. About eight **volunteers** with different backgrounds were involved in the Climate Change Campaign: bloggers, linguists, journalists, PR specialists and designers. They helped to develop the campaign and distribute information about the campaign using their networks of contacts.

G. Cooperation with **bloggers** was one of the Oxfam's effective mechanisms to attract target groups to climate change and food security websites.

- Oxfam invited bloggers to take part in the Blog Action Day in 2011 <http://growcampaign.clicr.ru/news/18>.
- Oxfam conducted an online campaigning course for Russian bloggers and journalists: nine webinars were organised; 528 people participated in the webinars and used the webinars' materials (the data from the reporting documents is presented below).

Table 7. Number of people attending Oxfam’s webinars online and watching the recorded webinars

Webinar	Online	Recorded
Online social activism and bloggers	66	24
Challenges for e-campaigners	20	9
Blogging for development	9	5
Digital campaigning in Russia: examples of different environmental and social campaigns	9	18
Blogging as a platform: flows and blocks. Part 1	10	62
Be more visible: how to attract interest of media/people when no one cares about you	15	42
Citizen journalists during crisis events: resources, responsibility, readiness	13	51
Blogging as a platform: security, legislation, hyper-local blogging	8	167
Total:	150	378

H. FlyCards, a well-known information distribution organisation that prints out postcards and distributes them in restaurants and cafés all over the country, printed **10,000 GROW Method postcards**.

I. The Behind the Brands website (<http://www.behindthebrands.org/ru-ru>) was translated from English into Russian and promoted in social networks and on Oxfam’s partners’ websites to educate the Russian public about famous food and beverage companies’ brands and how companies can be more ethical and produce products in a more environmentally sensitive way .

J. Oxfam used offline environmental events (seminars, public hearings and others) to disseminate information about its Climate Change Campaign website <http://clicr.ru/>. Thus, the website became popular among Russian environmentalists. The GROW website <http://grow.clicr.ru/> was not promoted so actively during offline events.

Conclusions

1. External factors, such as the international climate change summit in Copenhagen in 2009, and the extreme weather events in Russia in 2010–2012 helped Oxfam to promote their Climate Change and GROW Campaigns.
2. Design and context of the website <http://clicr.ru/> was successfully developed to attract the target audience (youth and environmental NGOs) to the website and ‘to communicate climate change ideas’ to them.
3. Oxfam’s partners helped to bring the target audience to <http://clicr.ru/> and <http://grow.clicr.ru/> websites.
4. Mechanisms used by Oxfam for planning, launching, promoting and maintaining the Climate Change and GROW online campaigns attracted relatively large audiences: **8,026** people visited <http://clicr.ru/> in 2010 and **25,779** in 2013; 4,087 people visited <http://grow.clicr.ru/news> in 2010 and **14,406** in 2013; CLICR Twitter reached **1,642** in December 2011, and **1,989** in April 2014; Livejournal clicr had **6,550** visitors in 2012 and **37,291** in 2013 ; Livejournal Grow had **4,218** visitors in 2012 and **23,389** in 2013.

Therefore, it is possible to conclude that there is sufficient evidence that Hypothesis A ‘Oxfam’s promo-strategies were effective in attracting target groups to take part in discussions, competitions, and online campaigns, such as signing electronic petitions’ is true.

Hypothesis B: Oxfam's partnership with Greenpeace Russia and WWF Russia **encouraged target audiences** to take part in Oxfam discussions, competitions, and online campaigns, such as signing electronic petitions.

Indicators to look for:

1. Number of citations of Oxfam events on Greenpeace Russia and WWF Russia websites.
2. Links on Oxfam's websites or Oxfam's logo on the websites of Greenpeace Russia and WWF Russia.

Indicator 1: Number of citations of Oxfam events on Greenpeace Russia and WWF Russia websites.

- A.** One press release about an Oxfam climate change event was found on the WWF Russia website (<http://www.wwf.ru/resources/news/article/5720>).
- B.** Two press releases about Oxfam campaigns were found on the Greenpeace Russia website <http://www.greenpeace.org/russia/ru/news/2010/September/4146110/>.
- C.** The evaluation revealed that the Oxfam web administrator re-published news from <http://clicr.ru/> in Greenpeace and WWF blogs to attract their audience to Oxfam internet resources.

Indicator 2. Links on Oxfam's websites or Oxfam's logo on Greenpeace Russia and WWF Russia websites.

- A.** Oxfam's campaign logo was not found on either Greenpeace's or WWF Russia's website.

Conclusions

1. Only one Oxfam's press release was found on the WWF Russia website and two on the Greenpeace website.
2. Publishing news from Oxfam websites on WWF-Russia and Greenpeace Russia blogs could possibly bring new audiences to Oxfam websites.

Oxfam collaboration with Greenpeace Russia and WWF Russia resulted in less advertising of Oxfam campaigns on the internet than Oxfam's own promo-strategies. Therefore, it is possible to conclude that there is sufficient evidence to say **that Hypothesis A** 'Oxfam's promo-strategies were effective in attracting target groups to take part in discussions, competitions, and online campaigns, such as signing electronic petitions' **is partially true.**

5.2.3 Outcome rating

The evaluation showed that the following mechanisms of the Oxfam project appeared the most successful in achieving the outcome:

- a. Oxfam brought a wide audience to its campaign websites via partnership with developed internet environmental portals (for example, Ecowiki).
- b. On the websites <http://clicr.ru/> and <http://grow.clicr.ru/> Oxfam used colloquial language, unique web design, international and regional evidences of climate change, and petitions to keep its audience interested and engaged in the campaigns.
- c. Advertisement of <http://clicr.ru/> during offline environmental events (seminars, public hearings and others) was the most effective mechanism in promotion of the website because many environmental NGOs who participated in these events started to use the website to read news and share information about their projects.

1. Mechanisms used by Oxfam for planning, launching, promoting and maintaining of the Climate Change and GROW online campaigns attracted relatively large audiences: **8,026** people visited <http://clcr.ru/> in 2010 and **25,779** in 2013; **4,087** people visited <http://grow.clcr.ru/news> in 2010 and **14,406** in 2013; CLICR Twitter visitors reached **1,642** in December 2011, and **1,989** in April 2014; Livejournal clcr had **6,550** visitors in 2012 and **37,291** in 2013 ; Livejournal Grow had **4,218** visitors in 2012 and **23,389** in 2013.

Contribution score for the Outcome 1

Outcome	Rating	Short commentary
Developed internet community network in support of climate change and food security via online events: discussions, competitions, and online campaigns.	5	Outcome is fully achieved. There is sufficient evidence that intervention made a crucial contribution.

5.3 OUTCOME 2

Outcome 2: Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public

Final Project Outcome 2: Leading ecological, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.

Evaluation question: Do leading environmental, farming/agriculture organisations and activists in Russia, mobilised by the Oxfam campaign, **promote** climate change and food security issues among the general public?

Target groups:

1. **Target group on climate change issue:** regional environmental non-governmental organisations in Russia.

Environmental NGOs and activists were chosen by Oxfam as target groups to promote climate change awareness among the Russian public. Russian environmental NGOs actively exchange experience and collaborate on development and implementation of various projects in different regions and nationwide (<http://ecodelo.org/> – information sharing portal of environmental NGOs). They represent one of the most active parts of Russian civil society.

2. **Target group on food security issue:** politicians, governmental organisations, agrarian NGOs and research institutes.

Evaluation interviews showed that there were no grassroots organisations or developed networks of NGOs on food security in Russia that could be used as a platform to promote food security awareness among the public and the government. Agricultural and farmers' NGOs in Russia are generally pro-government and generally support official government policies. Nevertheless, Oxfam was successful in building collaboration with agricultural and farmer NGOs, research institutions, government organisations and experts in the framework of the GROW Campaign.

From 2012 Oxfam's collaboration with its network of environmental NGOs decreased. Environmental NGOs, that actively started to promote climate-change awareness among the Russian public, were not interested in the food security issue because this theme seemed to them unfamiliar, inappropriate for their mission and non-urgent for the Russian reality in comparison with developing countries. Two environmental NGOs claimed during the interview that they took part in GROW Campaign only because they had worked actively with Oxfam in the Climate Change Campaign, but they did not have interest in the food security topic.

Baseline situation on climate change: From 2008 to 2011 Oxfam's Campaign was devoted to the promotion of climate change awareness in Russia because of the upcoming Copenhagen Climate Change Conference in December 2009. Our interviews clearly demonstrated that before the Oxfam Climate Change project only a few Russian NGOs had their own climate change campaigns. The most active NGOs to promote climate change issue in Russia have been WWF and Greenpeace (http://www.wwf.ru/about/what_we_do/climate/eng, <http://www.greenpeace.org/russia/ru/campaigns/climate/>). Other environmental NGOs interviewed by the evaluation team claimed that they did not implement any climate change projects in their regions and were not familiar with these issues before Oxfam started its Climate Change Campaign in Russia.

Baseline situation on food security: In 2011 the Oxfam in Russia office had to stop its Climate Change Campaign and launch Oxfam International's GROW Campaign. There were two key NGOs in Russia that worked on food security issues before GROW Campaign: the Association of Farmers and Agriculture Cooperatives of Russia (<http://www.akkor.ru/en/node/1>) and Russian Grain Union (<http://grun.ru/>).

An interview with a leading NGO in Altai Region (Black Stork NGO) clearly demonstrated that government conservation organisations and West Siberian NGOs (Black Stork NGO, Barnaul; EcoClub NGO of Altai State University, Barnaul; Boreas NGO, Gorno-Altai; Altaysky Nature Reserve, Altai Republic; Katunsky Nature Reserve, Altai Republic; and others) **did not have any climate-change awareness projects before Oxfam started its Climate Change and GROW Campaigns.**

The extent to which the outcome has materialised is assessed in 5.3.2. Findings, Hypothesis A, Indicator 1.

5.3.1 Salient causal stories

The Evaluators used a theory of change model built with Miradi software, project reports, and stakeholder interviews in order to formulate two hypotheses about **how the outcome** 'Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam campaign to promote climate change issues among the general public' **would possibly come about:**

Hypothesis A: Leading environmental, farming/agriculture organisations and activists started to promote climate change and food security topics among the general public due to the Oxfam project.

Hypothesis B: Leading environmental and agricultural NGOs and activists promoted climate change and food security awareness among the general public on their own initiative and using their own resources: financing, volunteers, networks, and others.

5.3.2 Findings

The next section includes indicators of what should be observed if each hypothesis is true or false, and evidence collected to support the hypotheses.

Hypothesis A: Leading environmental, farming/agriculture organisations and activists started to promote climate change and food security topics among the general public due to the Oxfam project.

Indicators:

1. The extent to which activities by organisations, activists and partners of the Oxfam in Russia office on promoting climate change raised awareness **among the general public.**
2. The extent to which activities by organisations, activists and partners of the Oxfam in Russia office on promoting food security change raised awareness **among the general public.**

Indicator 1: The extent to which activities by organisations, activists and partners of the Oxfam in Russia office on promoting climate change raised awareness among the general public.

The strategy Oxfam used in its Climate Change Campaign was **education and capacity building**. The events were aimed at disseminating information on climate change issues and a global deal to be signed in Copenhagen in 2009, and to involve people in climate change discussions and awareness.

Mechanisms that hypothetically brought about the targeted outcome:

1. **Climate schools:** The purpose of these events was raising awareness of leading NGOs and activists on climate change.
2. Oxfam **provided about 20 small grants** (4,000–5,000 US dollars) in 2009–2010 to support climate-change awareness projects of regional NGOs developed at climate schools. Also Oxfam ensured **organisational and informational support** for the projects (experts, materials, and a web platform for advertising the events and discussions on <http://clcr.ru/>, including blogs created by Oxfam). These facts were proved by interviews and Oxfam reports in OPAL.
3. **Climate hearings:** The purpose of these events was to discuss with the general public climate change challenges and develop recommendations to the Russian government to address climate change in Copenhagen in 2009.
4. **Publications on climate change:** Oxfam and WWF Russia published the report 'Russia and neighbouring countries: environmental, economic and social impacts of climate change' www.wwf.ru/data/pub/climate/oxfam-eng-210x297.pdf (2008).

According to the interviews, **two mechanisms were the most successful in mobilising environmental NGOs and activists** in the regions to promote climate change awareness: **climate schools** and **climate hearings**. Oxfam reports showed that due to Oxfam's mobilisation work, its partners conducted **21 Climate awareness events** with overall **760 participants** in **15 regions** of Russia in the period October 2009–January 2010, including regional climate schools and climate hearings, flash mobs, and other environmental education events.

Both regional and international organisations (like WWF and Greenpeace) participated in the Oxfam Climate Change Campaign. Regions covered by the campaign were: Bryansk, Vladimir, Tomsk, Buryat Republic, Astrakhan, Volgograd, Nizhny Novgorod, Yekaterinburg, Perm, Chelyabinsk, Krasnodar, Murmansk, St. Petersburg, Moscow.

The Altai State University (Barnaul) EcoClub was chosen by Oxfam as a coordinator of climate schools and climate hearings in Siberia. A climate school in Siberia was conducted in Tomsk on 28–29 November 2009 with 12 participants from Siberian cities; and climate hearings took place in Barnaul on 14 November 2009 with 37 participants. An interview with the president of EcoClub (N. Chibrikova) confirmed that that Altaisky and Katunsky Nature Reserves (Altai Republic), as well as Boreas NGO (Gorno-Altaysk) **started to conduct climate change awareness activities** (such as educational seminars and other events) **after Oxfam's Climate Change Campaign was initiated**.

Many climate change awareness activities in Western Siberia (climate change watch expeditions, photo exhibitions, climate change trainings for mass media, environmental camps and climate festivals) were organised by the Black Stork NGO, an active Oxfam partner. In the framework of Oxfam Climate Change Campaign Black Stork developed its own project called 'Golden Mountains of Altai' (glacier retreat watching in 2011–2014) which appears to be sustainable in terms of financing and network support. This organisation continues to attract additional funding to implement Climate Change Campaign activities (for example, the Fund of Heinrich Boell <http://ecoclub-altai.ru/zolotieGoriAltaya.html> supported a Black Stork climate change awareness project in 2014).

Evidence for 2008–2010

1. Climate change network members took part in the Global Day of Action for Climate Change arranged by 350.org before the Copenhagen Summit of 2009. Participants carried out 13 flash mobs on 24 October 2009. Before that there were only two climate events in Russia registered on 350.org website. Actions across the country included:

- Barnaul, West Siberia – a flash mob that was highly publicised by local media.

- Ulan-Ude, Buryat Republic – students of the East-Siberian State Technical University made a 350 figure from stones along the Moscow-Chita highway and went to the city’s main street to tell citizens about climate change and its consequences.
- Tomsk, West Siberia – Tomsk environmental student inspection organised the broadcasting of Albert Gore’s film *Inconvenient Truth* in the city.
- Other regions of climate change awareness actions included: Krasnodar; Astrakhan; Taganrog; Chelyabinsk; Vladimir; Bryansk; Nizhniy Novgorod; Saint-Petersburg; and Moscow.

Oxfam input: Oxfam organised National Climate Schools for leaders of environmental NGOs to tell them about the climate change topic, Oxfam’s Climate Change Campaign and actions they might organise as a part of the Campaign.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
National Climate Schools + small grants + distributed information about partners’ events on the internet = 1. Participants of the climate schools initiated Youth Climate Network, and 2. Regional NGOs organised multiple educational and public actions in different regions of Russia.	<ul style="list-style-type: none"> • http://www.flickr.com/photos/clicr_ru/sets/72157622533942569/ • http://www.flickr.com/photos/clicr_ru/sets/72157622533663843/ • http://www.flickr.com/photos/clicr_ru/sets/72157622533972841/ 	<ul style="list-style-type: none"> • Oxfam report Clicr_Narrative report_Novib_2009–2010 • http://clicr.ru/news?page=66 • Interviews with the programme coordinator and NGOs.

2. The participants of the **First Russian Nationwide Children’s Climate Forum** on 10–14 December 2009 in Volgograd **videoed their appeals to the leaders of different countries** before the UN Copenhagen climate change conference 2009. Fifty child members of environmental NGOs and their teachers from 13 Russian regions participated in this event.

Participants shared their experience of successful environmental projects and discussed climate change impact and the ways to mitigate it.

Oxfam input: The Oxfam in Russia office organised the forum by providing funding, distributing information about the event on the internet, and bringing a trainer and an Oxfam representative to this event. **Through 2010–2014** Oxfam did not provide any funding in support of activities of the Youth Climate Network, but distributed materials and news on climate change and food security issues among members of the network via an established list-serve.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
Financial and informational support to the Youth Climate Network (First Russian Nationwide Children’s Climate Forum) + Supported by Oxfam news list-serve (news about climate change, environmental events, and training opportunities) = Videoed their appeals to the leaders of different countries. This initiative is still active.	Videoed their appeals to the leaders of different countries http://clicr.ru/video/show/id/29	<ul style="list-style-type: none"> • Oxfam reports in OPAL. • Interviews with the programme coordinator and partners.

Other examples of activities conducted by trained NGOs in 2008–2010 according to Oxfam reports and interviews with target groups:

- *Age of stupid* movie screening: the film was sent to 50 different NGOs to screen it in 40 regions of the Russian Federation.
- Black Stork NGO organised broadcasting of the climate change film *Home* in Altai krai and attracted new participants to take part in their annual climate watch expeditions via advertising the expeditions on <http://clicr.ru/>. More than 3,000 people were involved in climate change awareness actions by Black Stork NGO.

Grassroots organisation 'Peresvet' from Bryansk involved 88 women in the IWD campaign²⁸ events devoted to sustainable agriculture and women as primary health carers:

- Day of climate knowledge in Perm (26 October 2009)
http://www.flickr.com/photos/clicr_ru/sets/72157622971438151/
- Eco-leader educational event in Moscow
(http://www.flickr.com/photos/clicr_ru/sets/72157622738252053/)

Evidence for Indicator 1 2011–2014

1. In the spring of 2011 and 2012 Black Stork NGO, in cooperation with Oxfam, Center for Environmental Innovation NGO, Altai 21st Century NGO and many other community organisations, implemented the project '**Planting trees we make our planet's air cleaner**'. Later, EcoCenter 'Zapovedniks' and the youth climate movement 'PowerShift Russia' joined this campaign.

Links to the campaign can be found on different environmental websites, including the aforementioned Oxfam climate change portal Clicr.ru http://ecodelo.org/yuri_kotenev/2955-prisoedinyaites_proekt_sazhaya_derevyu_my_delaem_vozdukh_nashei_planety_chishche, <http://posadiderevo.kz/?z=3&p=50>, <http://green.tomsk.ru/node/1167>, <http://ecoclub-altai.ru/les.html>, <http://www.fondaltai21.ru/news/news/2704>, and others.

2. On 28 May 2011 the 'I love this land' Environmental Festival was organised in Novosibirsk region by Black Stork, Oxfam, the Center for Environmental Innovation and Malyshevsky Middle School.

3. Zapovedniks Environmental Education Center (EcoCenter) <http://www.wildnet.ru/> has conducted regular environmental education seminars in Russia and abroad since 1996. The EcoCenter started to organise climate change awareness actions in 2009 in the framework of the Oxfam Climate Change Campaign. **On 1–12 July 2011** Black Stork, in cooperation with Oxfam, the Center for Environmental Innovation and Zapovedniks **organised an expedition** to the Belukha Mountains. The expedition's purpose was the environmental education of tourists and locals in the area where climate change is obvious. **From 8 February to 4 March 2011**, the project 'Climate: Energy Saving' was conducted by the EcoCenter in partnership with WWF, Coca-Cola and Multon companies under the motto 'Take energy – save the planet!' During the project, volunteers were trained to explain energy saving skills to the Russian public.

4. In 2012, the EcoCenter organised 'green lessons' and a photo exhibition 'Melting beauty of Altai' in the Darwin Museum, Moscow. During the event children made their own booklets on global climate-change consequences using the melting glaciers of Altai Mountains as clear evidence of global warming.

Indicator 2: The extent to which activities by organisations, activists and partners of the Oxfam in Russia office on promoting food security change raised awareness **among the general public**.

There were far fewer NGOs at regional and national level that were ready to promote food security topics among the Russian public in comparison with the Climate Change Campaign of 2009–2010. There was no established network of NGOs in Russia that could be used by Oxfam to motivate public food security projects

and campaigns. Only a few Russian agricultural NGOs were interested in the food security issue. Therefore, the focus of the GROW Campaign was on **capacity building and creating a network of organisations that might promote food security and explain the likely impact climate change could have on food security** at regional and national levels in the future.

The work of Oxfam on capacity building was devoted to the following issues:

A. Developing a web-platform <http://grow.clicr.ru/> to promote the food security issue in Russia (entertainment and educational topics: online test 'Define your eco-footprint' and 'What is behind the brands?' news and results of research) and conducting online campaigns (http://grow.clicr.ru/recipes_list_2012).

B. Involving regional organisations in research of climate change impact on food security in Russia (<http://grow.clicr.ru/news/126>).

Two NGOs – Black Stork and the Environmental Watch for the North Caucasus – participated in Oxfam's research on the consequences of droughts in 2010 and 2012 in Altaysky and Stavropolsky kraises. They gave questionnaires to farmers who had experienced losses from extreme climate events. In Altaysky krai the Association of Farmers and Agriculture Cooperatives of Russia and Black Stork built a fruitful cooperation and organised interviews of 70 Altai farmers on the impact of drought on agricultural production and farmers' well-being, economic losses and government support to small farms in cases of climate disasters (this information was confirmed by the interview with Yu. Kotenev, leader of Black Stork).

C. Conducting round-table meetings to mobilise NGOs and governmental organisations to promote food security and awareness of climate change impact on food security through discussion of Oxfam's research findings:

- a. 'Climate Change's Impact on Food Security' (15 November 2012), Moscow
<http://www.youtube.com/watch?v=2n1GFk3Wsyg&index=7&list=UUwVUAex1CkLIW7WkuAIFUIA> ;
- b. 'Climate Change Impacts on Grain Production' (5 March 2013), Moscow
(<http://grow.clicr.ru/video/30>);
- c. 'Role of Rural Women in agricultural regions of Russia' (5 March 2014).

Conclusions

1. Oxfam's Climate Change Campaign encouraged active environmental NGOs in 14 regions of Russia to implement their own regional and inter-regional climate change awareness activities for the public. The activities included different educational and entertainment events: climate hearings, showing movies, planting trees, conducting flash mobs, organising ecotourism expeditions and eco-exhibitions, and others. Oxfam ensured there was informational and financial support (<http://clicr.ru/>) for these activities, but additional funding was provided by other donors.

2. Oxfam's GROW Campaign did not include support of targeted organisations to promote food security and the impact of climate change on food security among the general public, apart from funding for research.

Therefore, it is possible to conclude that there is enough evidence that Hypothesis A 'Leading environmental, farming/agriculture organisations and activists started to promote climate change and food security topics among the general public due to the Oxfam project' **is true for the climate change issue and false for the food security issue.**

Hypothesis B: Leading environmental and agricultural NGOs and activists promoted climate change and food security awareness among the general public on their own initiative and using their own resources: financing, volunteers, networks, and others.

Indicators: The extent of work undertaken to promote climate change and food security awareness by Russian organisations **without Oxfam input**.

Indicator 1: The extent of work undertaken to promote climate change and food security awareness by Russian organisations without Oxfam input.

WWF-Russia

World Wide Fund for Nature (WWF-Russia) (www.wwf.ru) has conducted an active **climate change campaign** in Russia since the 1990s, including regular reviews of climate change issues in the world, publication of educational materials on climate change issues, conducting climate-focused round-table meetings with the Russian government and civic organisations, developing climate-smart strategies and action plans for WWF ecoregions, and organising training for staff of special protected areas on climate-smart management and adaptation. WWF has a special programme devoted to climate change called 'Climate and Energy' www.wwf.ru/climate. The coordinator of this programme is Aleksey Kokorin (akokorin@wwf.ru), who is famous for his deep knowledge of climate-change issues. The programme operates in different areas: research of climate change effects on ecosystems and biodiversity, preparation of reviews of international meetings on climate change, and developing recommendations for the participation of the Russian government and civic sector in international summits, such as G8/G20/UNEP/UNFCCC and others. http://www.wwf.ru/about/what_we_do/climate/eng.

The WWF published many **reports on climate change** and its influence on nature and people, including the development of regional adaptation measures. For example, 'Climate Change Impacts in the Russian Arctic, Searching for Ways for Adaptation. A compilation of basic recommendations prepared by WWF-Russia.' WWF-Russia, Moscow, **2009**. 64 pp. <http://www.wwf.ru/resources/publ/book/368>. Other publications assess climate-change impacts on the Russian Arctic <http://www.wwf.ru/resources/publ/book/eng/91> (**2002**), including activities of a wide range of stakeholders: officials, businesses, ecological organisations and the general public at national and local levels; 'Climate Change and Biodiversity Decline in the Altai-Sayan Ecoregion' <http://www.wwf.ru/resources/publ/book/eng/19> (**2001**).

The WWF published and distributed different **manuals and guidance on climate change**, for example, the manual *Climate is Changing* for high-school teachers (**2013**). The book is a compilation of reports and bulletins of the Russia Meteorology Centre and the latest scientific publications of its institutes and materials received by WWF-Russia from Nature Reserves and National Parks. The teachers' manual was published in two editions: first for the Russian Far East, and the second for the rest of the country <http://www.wwf.ru/resources/news/article/eng/12054>.

WWF publishes monthly **news about climate change** on its website <http://www.wwf.ru/resources/news/tab99?cat2.cat=11>. WWF has a **database of websites on climate change**, including Oxfam's http://www.wwf.ru/about/what_we_do/climate/links.

WWF-Russia has a publication about the **influence of climate change on food security in Russia** 'Main climate policy of Russia's trading partners and its impact on exports of a number of Russian regions.' (**2013**).

Also, WWF-Russia **works with farmers** who live around special protected areas and provide them with a small grants [file:///C:/Users/Svetlana/Downloads/econetwwf_mart_2009_v4%20\(1\).pdf](file:///C:/Users/Svetlana/Downloads/econetwwf_mart_2009_v4%20(1).pdf), <http://www.wwf.ru/resources/news/article/8566>.

Greenpeace Russia

Greenpeace Russia (<http://www.greenpeace.org/russia/ru/>) has conducted climate change actions since 2000. The climate change campaign is implemented by Greenpeace as a part of Greenpeace Russia's energy programme led by Vladimir Chuprov <http://www.greenpeace.org/russia/ru/campaigns/climate/>. The campaign includes proposals to the Russian government to accelerate the transition to a low carbon economy, having made an 'energy revolution', undertaking actions to attract public and government attention to the problem of climate change and developing publications on climate change and adaption to climate change.

Examples of the Greenpeace climate change activities

In 2004, in front of the cinema where the film *The Day After Tomorrow* was shown, Greenpeace held an unusual event that allowed people to actively participate in saving the Earth's climate. People received postcards with views of St Petersburg going under the water (as a result of global warming) and a letter to sign appealing to Russian President Vladimir Putin with a request to ratify the Kyoto Protocol **(2004)**
<http://www.greenpeace.org/russia/ru/press/releases/2010/September/37831>.

In 2007, Greenpeace Russia launched an internet project 'Eco House' in which it explained how everyone in everyday life can reduce the negative impact on the environment and prevent global climate change
<http://www.greenpeace.org/russia/ru/campaigns/ecodom/>.

In 2007, in the shop 'Biblio-Globus' Greenpeace Russia, together with the Amphora publishing house, presented a Russian edition of the book by former US Vice President and Nobel Prize nominee Al Gore *An Inconvenient Truth. Meltdown. How to stop planetary catastrophe*
<http://www.greenpeace.org/russia/ru/press/releases/2010/September/1421000/>.

No information on the impact of climate change on food security was found with regard to the activities of Greenpeace Russia.

Association of Farmers and Agriculture Cooperatives of Russia (AKKOR)

AKKOR was established in January 1990 as a non-profit organisation. The main goal of AKKOR is the development of cooperation with the Russian government to protect the rights and interests of farmers, and promote the development of farms in Russia (<http://www.akkor.ru/>). This evaluation found that AKKOR provides farmers and its cooperatives with educational materials. These materials mostly include economical and official government information <http://www.akkor.ru/aktualnye-materialy-19.html>.

No evidence of promotion of food security and climate change issues among the Russian public by AKKOR was found.

Russian Grain Union (RGU)

The Russian Grain Union (<http://grun.ru/>) was established in 1994. The main goal of the Union is the protection of the interests of grain producers and exporters in Russia. The Russian Grain Union actively cooperates with the government, especially the Ministry of Agriculture.

No evidence of promotion of food security and climate change issues among the Russian public by the RGU was found.

Conclusions

1. The climate change topic was promoted among the Russian general public before the Oxfam project by two organisations in Russia: WWF-Russia and Greenpeace Russia. The great majority of regional NGOs did not conduct any climate-change awareness actions before Oxfam started to work with them. Also, **neither WWF nor Greenpeace have tried to organise a nationwide climate change awareness campaign like that initiated and implemented by the Oxfam in Russia office.**
2. There were two big organisations in Russia that worked on food security issues before Oxfam's GROW Campaign – the Association of Farmers and Agriculture Cooperatives of Russia (AKKOR) and the Russian Grain Union (RGU). These bodies have not organised any campaigns to promote food security awareness among the Russian public.

It is therefore possible to conclude that there is enough evidence that **Hypothesis B** 'Leading environmental and agricultural NGOs and activists promoted climate change and food security awareness among the general public on their own initiative and using their own resources: financing, volunteers, networks, and others' **is partially true for the climate change issue, but false for the food security issue.**

5.3.3 Outcome rating

Two mechanisms were the most successful in mobilising ecological NGOs and activists in the regions to promote climate change awareness: **climate schools and climate hearings**. Oxfam reports showed that due to Oxfam’s mobilisation work its partners conducted **21 climate awareness events with 760 participants** overall in **14 regions** of Russia between October 2009 and January 2010, including regional climate schools and climate hearings, flash mobs, and other environmental education events. Interviews with leading regional NGOs clearly demonstrated that they **did not have any climate change awareness projects before Oxfam started its Climate Change Campaign. Regional environmental NGOs started to conduct climate change awareness activities (such as educational seminars and other events) after Oxfam’s Climate Change Campaign was initiated.**

There were far fewer NGOs at regional and national levels that were ready to promote food security topics among the Russian public in comparison with Climate Change Campaign in 2009–2010. There were no grassroots agrarian NGOs that could be used by Oxfam to promote public food security projects and campaigns. Therefore, the focus of the GROW Campaign in terms of raising public awareness of food security issues was aimed at:

- a. involving farming/agriculture organisations, institutions/universities and experts in research on the impact of climate change on food security; and
- b. conducting online events to engage an internet audience in food security discussions, such as signing the Behind the Brands petition, participating in online surveys on positive food choices, and taking part in the recipe competition.

These mechanisms were successfully implemented by the Oxfam in Russia office.

There were no particular offline activities to promote the <http://grow.clicr.ru/> portal and GROW Campaign messages **among the general public**, except interviewing farmers. Distribution of the results of the research at high-level round-table meetings, conferences, and Civil G20 (only in Moscow) may not be considered as raising the awareness of the general public because these events were aimed at experts.

Contribution score for the Outcome 2

Outcome	Rating	Short commentary
2. Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.

5.4 OUTCOME 3

Outcome 3: Increased input from civic organisations and activists into developing governmental policies on climate change and food security issues through promotion of scientific reports, policy recommendations to the government, and participation of experts in meetings at national and international levels, specifically G20 and G8.

Final Outcome 3: National policies on food security and agriculture in Russia include recommendations from Oxfam and its partner organisations about adaptation to climate change, food reserves, support of smallholder farmers, social safety nets, policies to reduce domestic food shortages, and export ban restrictions.

Intermediate Outcome 3.1: Increased input from civic organisations and activists into developing governmental policies on climate change and food security **through promotion** of scientific reports, policy recommendations to the government, and **participation** of experts in meetings at national and international levels, specifically G20 and G8 (**this outcome was evaluated**).

Reference to the significance of Outcome 3.1 in relation to the Final Outcome: The more civil society is active in the preparation and promotion of policy recommendations to the government, the more chances these recommendations will be considered and approved by the government.

Evaluation question: Are reports and recommendations from Oxfam experts considered by the final beneficiaries?

Baseline situation: There were separate organisations in Russia that promoted policy recommendations to the Russian government either on climate change or on food security issues before Oxfam started its campaigns: WWF-Russia, Greenpeace Russia, Centre for Agrarian Studies, Russian Grain Union, and others. These organisations worked with relevant Russian ministries to promote recommendations at government level.

The droughts of 2010 and 2012 influenced the Russian government to discuss questions of farmer insurance and food security (D. Ukhova and Yu. Kotenev, personal communication). Since 2010–2012 food security issues have been a popular theme for the Russian government in comparison with 2009 (A. Nikulin, personal communication). The following government policy documents have been developed in Russia since 2010:

- Food Security Doctrine of the Russian Federation (2010);
- Government Programme of Agriculture Development in the Russian Federation 2013–2020 (2012);
- A set of sub-programmes for agriculture development in Russia.

Indicator 1: Extent of usage and value of distributed materials (stories, reports and analyses) among the groups.

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, and other)
<p>1. The report’s findings (Welton. 2011. ‘The Impact of Russia’s 2010 Grain Export Ban’) were used by the Russian Grain Union to influence the Russian government to avoid export bans for grain in 2011–2013.</p>	<p>The Russian Grain Union has influence on policy at the level of the President and the Prime Minister of Russia. The chairman of the Union takes part in the meetings with the President and the Prime Minister. Interviews with Oxfam partner the Russian Grain Union showed that the outcome has been accomplished and it is possible that as a result of the report in 2012 the export of grain from Russia was not limited by the Russian government.</p>	<p>Oxfam reports and interviews confirm the finding.</p>
<p>2. The report’s findings (Kiselev et al. 2012. The Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation) were used by: A. Russian Interna-</p>	<p>RIAC disseminated the report at the round table (November, 2012) http://grow.clcr.ru/video/28. The participants of the Russian Association of Farm Holdings and Agricultural Cooperatives received the report (2013). EurAsEC agreed to distribute the report via its database http://www.evrazes.com/ Also, the Eurasian Center for Food Security has a link to the report on its website main page http://ecfs.msu.ru/ru/3/3.php</p>	<p>Oxfam reports and interviews confirm the finding.</p>

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, and other)
<p>tional Affairs Council (RIAC)</p> <p>B. Eurasian Economic Community (EurAsEC)</p> <p>C. Russian Ministries.</p>	<p>Copies of the report were submitted to the Ministry of Agriculture, Ministry of International Affairs, RosHydroMet, and Higher School of Economy.</p> <p>According to the interviews no feedback on the report was received from the Ministry of Agriculture, the government department responsible for national food security issues. The report has not yet been used for appropriate policy development in Russia, but might be used in the next 5 years for development of a national adaptation programme in agriculture (S. Kiselev, personal communication).</p>	<p>Oxfam reports did not show any evidence.</p>
<p>3. The report's findings (Safonov and Safonova. 2013. 'Economic Analysis of the Impact of Climate Change on Agriculture in Russia') were used by:</p> <p>A. Russian International Affairs Council (RIAC)</p> <p>B. Regional government of Altai krai</p> <p>C. Authors themselves to promote the issue of impact of climate change on food security on national level.</p>	<p>The report was discussed at the round table meeting organised by RIAC in cooperation with Oxfam on March 5, 2013 'Impact of Climate Change on Grain Production: Economic Assessment of Potential Damage until 2050. Potential Risks for National and International Food Security'.</p> <p>http://russiancouncil.ru/en/inner/?id_4=1508#top</p> <p>http://www.ngo-cei.ru/news/126.html</p>	<p>Round table RIAC_CC_food Oxfam report confirms the finding.</p>
	<p>The data of the report were used by the Altai government to develop the Altai krai regional programme of agricultural land melioration 2014–2020. The link to the programme may be found at the website</p> <p>ftp://ap.altai.ru/ap_01_14/30/%C2%EA%EB%E0%E4%FB%F8_01_02.pdf (G. Safonov, personal communication)</p>	
	<p>Mr Safonov shared the report with the Ministry of Economy of Russia, and at international conferences in which he took part.</p>	
<p>4. The report's findings (Ukhova. 2013. 'After the Drought: The 2012 drought, Russian farmers, and the challenges of adapting to extreme weather events') were used by:</p> <p>A. Civil G20 working group on food security</p> <p>B. The Ministry of Agriculture.</p>	<p>The report was used for the international promotion of Oxfam as it was included into the joint report of Oxfam activities around the world and published on Oxfam International website</p> <p>http://www.oxfam.org/en/grow/policy/russia-after-drought</p>	<p>Interviews confirm the findings.</p>
	<p>The report was distributed on Civil G20 in June 2013</p> <p>http://grow.clicr.ru/news/126</p>	
	<p>The evaluation did not find any evidence that the report was used by the Ministry of Agriculture.</p>	
<p>5. Analysis of Zero hunger programme of Brasilia about alternative policies and practices to ensure national food security is used by:</p> <p>A. Civil G20</p> <p>B. Embassy of Brazil</p>	<p>Embassy of Brazil in Russia conducted an experience sharing side-event on the Civil G20 where they distributed the report.</p> <p>The Embassy invited the Oxfam in Russia office to carry out joint action on disseminating the experience and best practices of Brazil in Russia.</p>	<p>No reference to this event was found on Oxfam websites and reports except the publication</p> <p>http://grow.clicr.ru/publication/30</p>

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, and other)
<p>6. The report's findings (Wegren, Nikulin et al. 2014. 'Gender Inequality in the Rural Regions of Russia') were used by:</p> <p>A. Ministry of Agriculture</p> <p>B. Representatives of State Duma.</p>	<p>The report was discussed and disseminated at the round table devoted to Gender Inequality in the Rural Regions in Moscow on 5 March 2014.</p>	
	<p>The results of the project were presented at the symposium on the problems of rural regions in Russia on 21–22 March 2014 in Moscow. Oxfam representatives and its expert took part in the symposium. The presentation on the problem of rural women in Russia was shown based on the report's findings.</p>	
	<p>The report findings were used by the Association of Rural Women of Russia for development of recommendations to the government on solving social and economic problems of rural settlements (Oxfam was mentioned in the conference in February 2014)</p>	
	<p>Recommendations of the report will be included in the Centre for Agrarian Studies suggestions to Russian State Duma on development of food security in Russia (A. Nikulin, personal communication).</p>	

Indicator 2: The extent of participation of Oxfam and NGOs from Oxfam network in **G20**.

The G20 Summit under Russia's presidency took place in Saint Petersburg on 5–6 September 2013. There were two events: Civil G20 and Summit of G20.

The Civil G20, as a structured approach to civil society engagement in G20 policy dialogue, was first established under the Russian Presidency in 2013. The Civil G20 undertook a wide range of consultations with various civil society groups and organisations with the aim to develop consolidated policy recommendations for the G20 Leaders at the Summit in St Petersburg. The Civil G20 Summit was conducted in Moscow in 13–14 June 2013.

A civil working group was established for each of the global issues selected for discussion by global leaders. Group 1 dealt with food security issues. Oxfam was included in this group to take part in the development of recommendations on global food security. **The recommendations developed by the working group were passed to the Russian President V. Putin at the Troika meeting of the Civil G20 summit in June 2013.** All the recommendations were included in the Civil G20 Address to the G20 leaders <http://civil20.org/newsg20/4018>.

Oxfam input to Civil G20

1. The Oxfam in Russia office representative was responsible for collaboration with Sherpa. Oxfam took part in the preparation of events and meetings of the Food Security Working Group. Within the Civil G20 the working group on food security was co-chaired by Oxfam Australia. The Oxfam in Russia office facilitated working-group discussions during the preparation process on behalf of Oxfam Australia.
2. The Civil G20 Working Group on Food Security recommended that Oxfam engage NGOs from regions in the development of recommendations for global leaders. To do so, Oxfam:
 - distributed information about Civil G20 and promoted the Civil G20 website through its internet network;
 - organised preparatory training for NGOs on participation in Civil G20 activities; and

- brought partner organisations from the Russian regions to a preparatory conference of Civil G20 in Moscow by providing financing, and organisational and informational support.
3. Oxfam included a side-event on sharing the Brazilian National Food Security experience in the Civil G20 agenda.
 4. Oxfam made a presentation on food security at the round table meeting.
 5. Oxfam facilitated the collection and editing of recommendations from the Russian side of the Food Security Working Group. It distributed information and engaged its regional partners to write and edit recommendations to global leaders.
 6. The Oxfam in Russia office programme coordinator sent collected recommendations for the Oxfam Australia representative who was appointed by the Civil G20 Secretariat to edit the final recommendations of the Food Security Working Group.

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, websites, and others)
<p>1. Civil G20 was set up and actively took part in the G20 consultation process on food security due to the Oxfam in Russia office GROW Campaign informational, facilitation, and financial support.</p>	<p>Interviews with Civil G20 experts showed that Oxfam was included in the Civil G20 Working Group on Food Security for the G20 Summit.</p> <p>One of the project partners who took part in the Civil G20 proved the extent of input of Oxfam to the work of the Group:</p> <ul style="list-style-type: none"> • Civil G20 was well advertised in civic society in Russia due to Oxfam’s help in distribution of the information. • Oxfam covered the expenses of 7 representatives of Russian NGOs to participate in meetings of the Working Group on Food Security. • Oxfam facilitated the participation of civic leaders in developing and editing recommendations to the G20 Summit. • Oxfam contributed funds for the development and maintenance of the Civil G20 website. • Oxfam Australia and the Oxfam in Russia office made final edits to the recommendations of the Working Group on Food Security to the global leaders. 	<p>http://civil20.org/g20civil-society/wg-food-security.php?sphrase_id=2748</p> <ul style="list-style-type: none"> • Word document ‘G20 – Position document on food security – Second Draft – Proposed Final’ • E-mail correspondence between Oxfam in Russia office and Civil G20 Secretariat • Oxfam progress reports • http://civil20.org/upload/iblock/10d/Civil_20_new.pdf

Indicator 3. The extent of participation of Oxfam and NGOs promoted by Oxfam in G8.

Oxfam input to Civil G8 in 2014

1. Oxfam was invited by the Russian Ministry of Agriculture to take part in the first meeting of the G8 Working Group on food security at the end of February 2014.

2. Oxfam took part in internet-based consultations with global civil society on developing a Position Documents on key Civil G8 issues (G8 Working Groups and Initiative Groups). Oxfam provided the global civil society suggestions for the documents <http://dialogues.g8civil.org/>
3. Oxfam participated in the face-to-face discussions of the Position Documents with Russian civil society (round tables, panel discussions, etc.) in the Civil Chamber of the Russian Federation.
4. Oxfam prepared recommendations for the final draft of the Position Documents about support of farmers and their social security, and improving a system of agricultural insurance in case of climatic disasters. These recommendations were included into the final document. The fate of this document is not known because of political tensions between Russia and other G8 countries escalated by the Ukrainian crisis.

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, websites, and other)
Oxfam actively participated in the preparation of G8.	Vladimir Chernigov – President of the Social and Industrial Foodservice Institute and Oxfam partner was the co-chair of the Civil G8 Working Group. According to the interview with him ‘Oxfam’s work in proposing recommendations to G8 was very valuable. ’	Oxfam was included in the International Development and Social Risks Management working group http://dialogues.g8civil.org/c8_int_dev_socriskmgmt#sthash.17tmQBkc.dpuf

Indicator 4: The extent of Oxfam’s contribution to the promotion of policy recommendations by target organisations to the Russian Government:

- A. Multi-stakeholder platform meetings at the Russian International Affairs Council
- B. Ministry of Agriculture
- C. Russian Grain Union
- D. Moscow Economic Forum/Committee of Civil Initiatives
- E. Eurasian Food Security Institute
- F. International Events
- G. AKKOR (via Rural Women Movement being its member)

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, websites, and other)
1. A multi-stakeholder platform was established that includes key high-level policy makers and decision makers as well as civil society representatives and experts who meet on regular basis to come up with specific policy solutions to address adverse impacts of climate change on food security within the timescale of the project and into the future.	Interviews with the target groups confirmed the following: <ol style="list-style-type: none"> 1. The informal platform was created based on Russian International Affairs Council (RIAC), where the Ministry of Foreign Affairs is one of the Council founders. Oxfam has cooperated with RIAC to organise round table meetings of experts, NGOs and government representatives for discussion of Oxfam’s research findings and possible changes in the Russian Food Security policy. 2. Two meetings were organised on the basis of the above platform: <ul style="list-style-type: none"> • November 2012 to discuss the ‘The Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation’ (Kiselev et al. 	Project report 19122012prog_report_Oxfam http://russiancouncil.ru/en/inner/?id_4=2918#top On 24 December 2013 Andrey Kortunov CEO of RIAC and Dmitri Medlev Head of the Oxfam Office in Russia signed an agreement on cooperation between the two organisations. The document suggests organising joint RIAC and Oxfam projects that would contribute to developing global food agenda, including organisation of joint scientific conferences, round tables and other public events. Past joint events of Oxfam and RIAC may be found at: http://russiancouncil.ru/en/inner/?id_4=1508#top a round table discussion on ‘Impact of Climate Change on

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, websites, and other)
	<p>2012) report’s findings.</p> <ul style="list-style-type: none"> March 2013 to discuss the ‘Economic Analysis of the Impact of Climate Change on Agriculture in Russia’ (Safonov and Safonova 2013) report’s findings. 	<p>Grain Production: Economic Assessment of Potential Damage until 2050. Potential Risks for National and International Food Security’. http://russiancouncil.ru/en/inner/?id_4=1094#top a round table conference ‘Impact of Climate Change on Food Security’.</p>
<p>2. A set of recommendations for the Ministry of Agriculture to strengthen activities in the Food and Agriculture Organisation of the United Nations (FAO) from an Oxfam expert were considered by the Ministry in the Committee of Global Food Security (GFS) Annual Summit 37 held in Rome on 16–20 October 2011.</p>	<p>Oxfam financed participation of its expert (A. Novikov) in the Global Food Security (GFS) Annual Summit 37 in 2011.</p> <p>Oxfam expert took part in the Summit as an observer and a representative of civic society from Russia. He met with a Russian delegation in FAO (he talked about the necessity of the Ministry of Agriculture and the Ministry of International Affairs taking part in GFS).</p> <p>The expert took part in the Civil Society Mechanism of the Summit (round table meetings).</p> <p>The expert developed recommendations for the Ministries of Agriculture and Foreign Affairs to intensify Russian participation in FAO.</p> <p>According to the Oxfam expert’s opinion in response to the recommendations the Russian Ministry of Agriculture increased staff for its international department to deal with FAO (A. Novikov, personal communication).</p>	<p>There was a round table meeting in which Oxfam’s expert presented these recommendations (http://www.ecoaccord.org)</p> <p>It is not clear how the recommendations by the expert relates to the Oxfam Campaign.</p>
<p>3. Oxfam recommendations for the Project ‘Road Map for Development of Agriculture in Russia up to 2020’ have been considered by Moscow Economic Forum (2013)</p>	<p>During 2014 the Moscow Economic Forum Oxfam took part in the work of the agricultural section and promoted recommendations to the Road Map.</p> <p>Review of the Road Map showed that described recommendations exist in the Road Map http://me-forum.ru/upload/iblock/aca/acab37a4d692baaecf38fa9b59e49e5.pdf:</p> <ul style="list-style-type: none"> Increase availability of food for poor people (page 7 ‘Дотации малоимущим гражданам на питание’); Avoid embargo on export of agricultural production (page 7 ‘Запрет введения эмбарго на экспорт сельхозпродукции’). 	<p>Unfortunately, the Road Map does not take into account consequences of climate change for food security in Russia and ways to adapt to these changes. Thus, Oxfam recommendations on climate change issues were not included in the document.</p> <p>The process of drafting the document is still underway and Oxfam continues to take part in it.</p>
<p>4. Recommendations of Oxfam experts were considered by Russian delegation in the APEC Summit 2011</p>	<p>Oxfam’s expert, Alexander Novikov, President of NGO Humanitarian and Economic Problems of Food Security, proved that his recommendations were included into the suggestion of Russia for APEC summit on food security (A. Novikov, personal communication).</p> <p>Alexander Novikov authored a report ‘On the food security of vulnerable populations in the APEC region’ on the First Asia-Pacific Forum (Moscow, 28–29 November</p>	

Output – Outcome pathway: short-term outcomes	Primary sources of data (Interview with the target groups, articles and press releases)	Secondary sources of data (Oxfam reports, websites, and other)
	<p>2011) http://www.apec-center.ru/593/show/. It is not clear if Oxfam was mentioned in the report.</p> <p>On November 3, 2011 there was a round table 'Food security in the APEC region – possible initiatives in Russia in 2012' discussion organised by the Russian research centre APEC to promote Russia's chairmanship at the APEC Forum in 2012. Oxfam's expert and partner Sergey Kiselev, Director of the Eurasian Center for Food Safety, Head of Agricultural Economics, Faculty of Economics of Moscow State University made his recommendations.</p> <p>Oxfam's expert and partner Alexander Novikov, President of the Institute of Humanities and Economics of Food Insecurity made a presentation 'Ensuring food security for vulnerable groups of citizens', where he defined the objectives of Russia in the framework of APEC 'Food Security'.</p>	<ul style="list-style-type: none"> • http://www.apec-center.ru/search/ • http://www.apec-center.ru/114/show/ • http://www.apec-center.ru/114/show/

5.4.1 Salient causal stories

The Evaluators used a theory of change model they built with Miradi software, project reports, and stakeholder interviews to formulate two hypotheses about **how the outcome**: 'Increased input from civic organisations and activists into developing governmental policies on climate change and food security through promotion of scientific reports, policy recommendations to the Russian government and participation of experts in meetings at national and international level, specifically at G20 and G8 meetings' **would possibly come about**:

Hypothesis A: Oxfam strategies were effective in the promotion of policy changes in:

A: Climate change issues through (1) climate schools, (2) climate hearings, (3) participation of civil sector representative in the Copenhagen summit in 2009; and

B: Food security issues through (1) making a situational analysis and producing research reports, (2) promotion of scientific reports/policy recommendations to decision makers, (3) bringing experts to joint civil-government round tables and meetings at national and international level, including G20 and G8 meetings.

Hypothesis B: Civic organisations and activists increased their input into developing governmental policies on climate change and food security at national and international level, specifically at G20 and G8 meetings, without Oxfam influence.

5.4.2 Findings

Hypothesis A: Oxfam strategies were effective in the promotion of policy changes... (see full formulation at 5.4.1.).

Indicators:

1. The extent to which Oxfam **mobilised the public** to influence the Russian government to take a **leadership role in the global negotiations in Copenhagen** in 2009 through climate schools, climate hearings and advocacy actions.
2. The extent to which Oxfam **mobilised the public to influence government** to improve food security policy through (1) making a situational analysis and producing research reports, (2) promotion of scientific reports/policy recommendations to decision makers, (3) bringing experts to joint civil-government round tables and meetings at national and international level, including G20 and G8 meetings.

Indicator 1: The extent to which Oxfam **mobilised the public** to influence the Russian government to take a **leadership role in the global negotiations in Copenhagen** in 2009 through climate schools, climate hearings, and advocacy actions.

Oxfam used an **Educational and Capacity-building Strategy** to promote the Climate Change Campaign in Russia. The campaign events were aimed at (1) dissemination of information on climate change and its impact, and a global deal to be signed in Copenhagen in December 2009, and (2) involvement of the Russian public in climate change impact discussions together with developing recommendations to the Russian government on the national climate change policy.

Mechanisms that hypothetically brought about the targeted outcome (verified by report 'Clicr_Narrative report_Novib_2009–2010, interviews with the programme coordinator and Campaign partners, as well as materials on the web-portal <http://clicr.ru/>):

1. **Oxfam gathered a team** of about 15 partners (regional NGOs) and conducted a climate school for them to talk about the Climate Change Campaign and climate change issues. (Climate experts were invited to participate in the events) <http://clicr.ru/event/show/id/5>
2. Oxfam assisted its 15 partners in **conducting regional climate schools** to educate regional environmental organisations and activists to raise awareness on climate change issues, supporting them with information, involving leading climate experts and providing small grants <http://clicr.ru/post/show/id/95>
3. Oxfam **distributed information** about this action in its internet network (<http://clicr.ru/>) and invited target groups to take part in offline climate change awareness events.
4. As a result of climate hearings and climate schools **Oxfam collected recommendations to the Russian government** to take a leadership role in the global negotiations in Copenhagen. Cities where the hearings were conducted and the list of recommendations can be found at <http://clicr.ru/post/show/id/95>.
5. Oxfam **sponsored partner organisation** Ecowiki to deliver the recommendations to the official delegation of Russia at UNFCCC in Copenhagen: 'I handed the recommendations in the hands of Oleg Shamanov [Ministry of Foreign Affairs], a member of the official Russian delegation ...' <http://clicr.ru/post/show/id/91>.

Evidence 1. Oxfam facilitated environmental NGOs in the organisation of climate hearings in different regions of Russia: 10 events were organised by Oxfam's partners between November and December 2009 with **600 participants overall**.

Oxfam input: Informational, organisational, expert and financial support (mini-grants); Oxfam representative took part in climate schools in Moscow, Murmansk and Bryansk, as well as some climate hearings in the Russian regions.

Output – Outcome pathway	Primary sources of data	Secondary sources of data
<p>There was no feedback from the Russian delegation in Copenhagen about the quality and usefulness of the recommendations developed in the framework of Oxfam’s Climate Change Campaign.</p>	<p>The pictures from the National Climate Hearings in Moscow (29 November, 2009):</p> <p>http://fotki.yandex.ru/users/komarov-info/album/84668/slideshow/ (password: clicr.ru)</p> <p>http://www.flickr.com/photos/clicr_ru/sets/72157622775716289/</p> <p>Interviews with Oxfam staff and partners revealed that the public climate hearings were generally educational events but not public training or policy advocacy mechanisms on the promotion of policy recommendations to the Russian government.</p>	<p>Oxfam reports in OPAL.</p>

According to interviews with representatives of the environmental NGOs, Oxfam’s Climate Change Campaign influenced many civil leaders to participate in different climate events on their own, for example, climate events under the President of the Russian Federation and UN conferences.

Respondents said that Oxfam started its Climate Change Campaign at the right time to activate civil society to think about climate-change impact and to start to act. Even after participating in only two or three events organised by Oxfam, civic leaders were ready to promote climate-change awareness in the Russian regions using their own findings. Many partnership projects on climate change in Russia have been initiated by the Oxfam campaign on climate change. Some examples are given below.

Evidence 2. On 10 December 2009 at the UN Conference in Copenhagen **Evgeny Nozdrachyov** (Project Ecowiki.ru, climate community project Clicr.ru) **handed to Oleg Shamanov, member of official Russian delegation, recommendations** of Russian citizens to the Russian delegation in Copenhagen and pictures from public climate hearings in the Russian regions (an article about this event is available here <http://clicr.ru/post/show/id/91>).

Indicator 2. The extent to which Oxfam mobilised the public to influence the government **to improve food security policy** through (1) making a situational analysis and producing research reports, (2) promotion of scientific reports/policy recommendations to decision makers, (3) bringing experts to joint civil-government round tables and meetings at national and international level, including G20 and G8 meetings.

For promotion of policies in food security issues **Oxfam worked in the following way:**

1. Oxfam asked its regional partners **to conduct a situation analysis** on the issue of food security after extreme climate events (droughts of 2010 and 2012). Black Stork NGO interviewed farmers in the Altai krai and Altai Republic, and Environmental Watch for Northern Caucasus in the Stavropol'sky krai on the problems they faced after droughts.
2. Oxfam asked partner organisations with credible reputations to analyse data and **compile research reports on food security issues in Russia**, for example, the Center for Agrarian Studies at the Russian Presidential Academy of National Economy and Public Administration, Higher School of Economics, Eurasian Center for Food Security (<http://grow.clicr.ru/publication/41>, <http://grow.clicr.ru/publication/40>).
3. Oxfam **provided all its partners with research reports** so they could use the report findings to develop policy recommendations and distribute the reports among politicians and other target groups.
4. Oxfam provided organisational, informational, and facilitation support to the round table meetings to discuss the report findings with key stakeholders (NGOs, politicians, and experts).

Evidence

- a. In collaboration with the Russian International Affairs Council (RIAC) Oxfam created **the multi-stakeholder platform** – informal agreement about conducting round tables meetings of key stakeholders on food security issues in Russia (for example, Oxfam initiated and conducted together with RIAC a round table, 'Impact of Climate Change on Grain Production: Economic Assessment of Potential Damage until 2050. Potential Risks for National and International Food Security' http://russiancouncil.ru/en/inner/?id_4=1508).
 - b. An associated outcome of the Oxfam Campaign was the **expanded network of Rural Women Movement** in Russia due to their new partners: Moscow City's Council and the women's organisation 'Two Capitals'. Oxfam organised a round table meeting in Moscow to discuss the problems rural women face in Russia as a part of the exhibition devoted to rural women <http://grow.clicr.ru/news/177>. This event was effective from the networking point of view.
5. Oxfam provided financial and informational support to partner organisations and experts to present research findings and policy recommendations **at international meetings and conferences.**

Evidence

- a. One of the Oxfam's experts and partners (A. Novikov) took part in the Global Food Security (GFS) Annual Summit 37 held in Rome on 16–20 October 2011. Another Oxfam partner took part in the Copenhagen Summit in 2009 (<http://clicr.ru/post/show/id/91>).
- b. Three representatives of Russian civil society participated in the Rio+20 summit due to Oxfam's support. They brought their recommendations on such issues as (1) development of pro-poor food policies and (2) consideration of climate-change issues when developing infrastructure construction projects (e.g. Winter Olympics 2014 resorts) to the Russian official delegation.
- c. See more details in the evidence for Outcome Indicator 4 'The extent of Oxfam's contribution in promotion of policy recommendations to the Russian government by target organisations' (section 5.4).

Conclusions on Hypothesis A

Indicator 1: The extent to which Oxfam mobilised the public to influence the Russian government to take a leadership role in the global negotiations in Copenhagen in 2009 through climate schools, climate hearings, and advocacy actions.

Mechanisms that are considered by the Evaluators as effective are the education of regional NGOs to **raise climate change awareness among the public through climate schools and climate hearings**. Keys to the success were (1) participation of leading and proactive environmental NGOs (the most active part of Russian civil society) in Oxfam's Climate Change Campaign; (2) right time for the campaign and interest of Russian society to climate-change issue, especially in rural regions.

The effectiveness of following mechanisms is questioned: **Developed recommendations based on climate hearings**. Oxfam did not get feedback on their recommendations from government representatives in Copenhagen in 2009. There was no evidence that these recommendations were even read by the Russian delegation.

Indicator 2. The extent to which Oxfam mobilised the public to influence the government to improve food security policy through (1) making a situational analysis and producing research reports, (2) promotion of scientific reports/policy recommendations to decision makers, (3) bringing experts to joint civil-government round tables and meetings at national and international level, including G20 and G8 meetings.

Mechanisms that are considered by the evaluation as effective:

1. The Evaluators greatly acknowledge Oxfam's project work **in facilitating the participation of Russian civil society in the Civil G20 Working Group on Food Security:** distributing information through

its network in the internet; organising preparatory training for NGOs; and bringing partner organisations from the Russian regions to preparatory conference of Civil G20 in Moscow.

2. The mechanism **'bringing experts from partner organisations to international level meetings'** (like Civil G20 and Committee on Global Food Security) is a very valuable input by Oxfam in ensuring the participation of the civil sector in policy making of the Russian government at international level. Partner organisations were grateful to Oxfam for financial support to cover their expenses in participating in international meetings and to promote policy recommendations to the government.

3. Involving leading Russian and international experts to **research critical climate change or food security issues**: The leading experts were able not only to make an assessment of the current situation with regard to issues in Russia, but to develop thoughtful recommendations for national policies on adaptation to climate change and enhancing food security. Moreover, many leading experts who cooperated with Oxfam, are well known in the Russian Ministry of Agriculture and other government agencies and often invited as advisers on policy questions.

4. Thus, **the GROW Campaign provided financing** to its project partners and experts **to implement five expert reviews of climate change impact on food security** in Russia. **Oxfam conducted round tables** with the participation of Ministry of Agriculture officials and other stakeholders (experts, NGOs) to discuss the results of the expert reviews and gaps in the Russian food-security policy. Round table discussions has been an effective mechanism in terms of network building through gathering together different stakeholders.

5. The Evaluators discovered that before the appointment of Andrey Rakhmanov (the programme coordinator and expert in food security), the Oxfam in Russia office did not develop policy recommendation by itself and just supported different experts on this issue. **If Oxfam continues to work in policy advocacy Andrey Rakhmanov may benefit Oxfam with his policy connections and knowledge of the food security topic in Russia.**

The effectiveness of the following mechanisms is questioned: promotion of scientific reports/policy recommendations to decision makers.

Distributed Oxfam research reports: Limited evidence was obtained during the interviews on how the research reports were used by the target groups. Oxfam did not implement any advocacy and feedback collection activities after the round table meetings. Oxfam asked their partners and experts to use and distribute the reports among their network members, including government. Oxfam provided funding for the experts to take part in international meetings, but did not support any other activities of experts/partner organisations to develop policy recommendations by using Oxfam reports.

There are many more activities between research reports and policy changes that Oxfam might organise for effective advocacy policy. For example, the reports were discussed at round table meetings with the Ministry of Agriculture, than the reports were given to the Ministry, but there were no activities to receive feedback from the government agency.

Oxfam claims that adaptation activity was prioritised in the Ministry of Agriculture Action Plan for International Cooperation (adopted in November 2011 by the government decree № 2028-p). But, the evaluation did not reveal the connection between Oxfam activities, including research reports, and this change.

The Ministry of Agriculture said that Oxfam or Oxfam experts should discuss with them the reports' findings, take part in government working groups and prepare drafts of policy recommendations on the basis of their reports. **Thus, it is recommended Oxfam uses both mechanisms: direct and indirect promotion to facilitate policy changes in climate change and food security issues.**

The evaluation did not collect enough evidence that Oxfam reports were used by the Ministry of Agriculture or other Russian ministries for policy development, except the regional government of Altayskiy krai.

Therefore, it is possible to conclude that there is enough evidence that Hypothesis A 'Oxfam strategies were effective in promotion of policy changes in A. climate change issue through (1) climate

schools, (2) climate hearings, (3) participation of civil sector representative in Copenhagen summit in 2009; and B. food security issue through (1) making situational analysis and producing research reports, (2) promotion of scientific reports/policy recommendations to decision makers, (3) bringing experts to joint civil-government round tables and meetings at national and international level, including G20 and G8 meetings' is **partially true**.

Hypothesis B: Civic organisations and activists increased their input into developing governmental policies on climate change and food security at national and international level, specifically at G20 and G8 meetings, without Oxfam influence

Indicators:

1. The work done by partner organisations in the promotion of policy changes on climate change issues without Oxfam's influence.
2. The work done by partner organisations in the promotion of policy changes on food security issues without Oxfam's influence.

Indicator 1: The work done by partner organisations in the promotion of policy changes on climate change issues without Oxfam's influence.

World Wide Fund for Nature (WWF-Russia) (www.wwf.ru) has conducted an active climate change campaign in Russia since the 1990s, including reviews of climate change articles and reports across the world, publication of guidance and manuals on climate change issues and climate-smart behaviour, round table meetings with the Russian government and civic organisations on national climate change policy, development of regional climate change assessment reports and adaptation strategies, and organising trainings for staff of Protected Areas on climate-smart management. WWF has a special programme devoted to climate change issue called 'Climate and Energy' www.wwf.ru/climate. The coordinator of this programme in Russia is Aleksey Kokorin (akokorin@wwf.ru).

WWF has a team of experts who work on regular basis with Russian government on national climate change issues. WWF has strong contacts with the Russian government and cooperates with different agencies on climate and conservation issues: the Russian Federal Forest Agency, the Ministry of Natural Resources and Environment, Russian Environmental Monitoring Service, and others. For example, in April 2014 Russian Prime Minister D. Medvedev signed the national plan of action to decrease carbon emissions to 75% of the 1991 emission level by 2020. WWF participated in the working group that developed the plan and engaged NGOs to debate on this issue <http://www.wwf.ru/resources/news/article/12278>.

WWF takes an active part in the organisation of round table meetings and conferences devoted to climate change issues in partnership with the Russian government, including G20 (<http://civil20.org/ru/search/?q=WWF&spell=1&where=>), and preparation for G8 (<http://www.g20civil.com/ru/news/4207/>). WWF actively collaborates with the Russian government to obtain support for WWF climate change projects (<http://www.wwf.ru/resources/news/article/8576>), and development of federal laws and policies considering climate change and energy (http://www.wwf.ru/about/what_we_do/greenenergy).

The Ministry of Natural Resources officially confirms collaboration with WWF-Russia and mentions WWF among the ministry's partners http://www.mnr.gov.ru/activities/list.php?part=147&sphrase_id=443199. Moreover, the ministry officially supports activities of WWF-Russia and places information about them on the ministerial website (<http://www.mnr.gov.ru/search/index.php?q=WWF&x=0&y=0>), including climate change awareness actions, such as the Earth's Hour http://www.mnr.gov.ru/news/detail.php?ID=17437&sphrase_id=443200.

Rosgidromet (the Russian meteorological agency) actively collaborates with WWF-Russia on the development and publishing of climate change assessment reports and climate awareness actions (http://rusecounion.ru/sites/default/files/izmenenie_klimata_n42_mayjune.pdf , <http://www.meteorf.ru/search/index.php?q=WWF>).

The Ministry of Agriculture mentions WWF data in their articles <http://www.mcx.ru/fts/search?query=WWF>.

Greenpeace Russia

Greenpeace Russia is a member of the Public Advisory Council under the Ministry of Natural Resources and Environment of the Russian Federation

(http://www.mnr.gov.ru/news/detail.php?ID=127993&sphrase_id=443208), and works with other ministries as well (http://www.mnr.gov.ru/news/detail.php?ID=15175&sphrase_id=443208). Greenpeace generally focuses on development recommendations to the Russian government in the areas of energy saving and mitigation of climate change. For example, the complex programme 'Energy in Moscow for 2009–2013' contains suggestions from Greenpeace on energy saving: 'most of the requirements for energy saving from Greenpeace were incorporated into the programme ...' (<http://www.greenpeace.org/russia/ru/about/victories/>).

Greenpeace suggested a set of policy recommendations to the Russian government to ensure conservation of Arctic ecosystems in conditions of industrial development and climate change <http://greenbelarus.info/rus/%D0%BD%D0%BE%D0%B2%D0%BE%D1%81%D1%82%D0%B8/1069/>.

Regional NGOs

Environmental NGOs interviewed by the evaluation team claimed that they did not implement any climate change projects in their regions and were not familiar with these issues before Oxfam started its Climate Change Campaign in Russia. They did not participate in any international level meetings devoted to climate change nor develop any policy recommendations to the Russian government before the Oxfam project.

Indicator 2. The work done by partner organisations in the promotion of policy changes on food security issues without Oxfam's influence.

The evidence collected by the Evaluators demonstrate that several organisations worked with the Russian government on developing food security policies before Oxfam started its campaign. The prominent actors in this field are the Association of Farmers and Agriculture Cooperatives of Russia (AKKOR) and Russian Grain Union (RGU).

Association of Farmers and Agriculture Cooperatives of Russia (AKKOR)

AKKOR was established in January 1990 as a non-profit organisation. AKKOR's president, Vladimir Plotnikov, is a member of the Russian Federation Council.

AKKOR includes 65 regional farmers' unions and associations that bring together more than 600 farmers' district organisations, involving more than 93,000 cooperating farms.. Corporate members of AKKOR include the Movement of Rural Women of Russia, the Russian Agrarian Youth Union and the Union of Rural Credit Cooperatives.

The main goal of AKKOR is the development of cooperation with the Russian government to protect the rights and interest of farmers and promote the development of farms in Russia. The Association has a close cooperation with the Russian Ministry of Agriculture. AKKOR takes part in key governmental events on agricultural policy. AKKOR representatives are included in a number of working groups on the most important issues for farming and agriculture in Russia <http://www.akkor.ru/>.

AKKOR develops and promotes recommendations and amendments to the Russian Federation government, the Ministry of Agriculture, the Agricultural Bank, Rosagroleasing and other ministries and agencies to address urgent agrarian issues. AKKOR works on legislation affecting interests of farmers. In particular, AKKOR prepared amendments to a number of Federal laws: «Гражданский кодекс РФ» (Civil Code of Russian Federation), «О крестьянском (фермерском) хозяйстве» (On farming), «О сельскохозяйственной кооперации» (On Agricultural Cooperation), «Об обороте земель сельскохозяйственного назначения» (On agricultural land), and several others.

AKKOR does not cooperate with Oxfam on a regular basis. The evaluation found out that NGO Black Stork (Oxfam's partner) and the Altai Branch of AKKOR cooperated in 2012 on an interview of Altaian farmers after the drought in 2012 (AKKOR provided contacts of farmers to Oxfam and helped to organise interviewing of farmers). The evaluation did not find evidence that Oxfam materials have been used by AKKOR for the development of policy recommendations on food security. AKKOR has no mention of Oxfam on its website.

Russian Grain Union (RGU) <http://grun.ru/>

The Russian Grain Union was established in 1994. Its main goal is the protection of the interests of grain producers and exporters in Russia. The RGU has strong connections with the Ministry of Agriculture and conducts its regular discussion platforms 'Grain Session' with support from the ministry http://grun.ru/events/detail.php?SECTION_ID=241&ID=5550.

The Russian Grain Union also actively cooperates with the State Duma and the Council of the Russian Federation, the Ministry of Agriculture of the Russian Federation, the Ministry of Economic Development and other federal executive bodies, research organisations, industry associations, public associations, and public companies.

The RGU has done systematic work on the preparation of amendments to legislation, draft regulations and orders. It takes part in the development of technical regulations on grain production and trade. The RGU has made a significant contribution to the development of a strategy of complex agricultural development in Russia, which was the basis for the national project 'Development of Agriculture in the Russian Federation'.

Oxfam is a member of the Russian Grain Union and mentioned on the RGU website

<http://grun.ru/search/?q=Oxfam&s.x=38&s.y=9>. The RGU was a partner of Oxfam in the campaign against the export ban on Russian grain in 2010 and in the preparation of recommendations for G20. Oxfam's report 'The Impact of Russia's 2010 Grain Export Ban' (Welton 2011) was used by the RGU to influence the Russian government to avoid export bans for grain in 2012–2013. As a result of this campaign in 2013 the export of grain from Russia was not limited by the government (A. Korbut, personal communication).

Moscow Economic Forum (<http://me-forum.ru/>)/**Committee of Civil Initiatives** (<http://komitetgi.ru/>)

The Moscow Economic Forum is an international expert platform for the development of strategic solutions and crisis management programmes aimed at diversification and development of the Russian economy. The discussions are organised at annual Forum meetings and occasions in between.

One of the objectives of the Forum is the development of a new economy in Russia based on the non-primary production, advanced technologies and realisation of human potential. The Moscow Economic Forum organised round table meetings and different expert groups on food security in 2013 and 2014 without Oxfam's influence. The Forum's agenda in 2013 included the round table discussion 'Agriculture in Russia: Development of a Road Map.' Its agenda in 2014 included the conference 'The New Face of Russian Agriculture: the tripling of production and break into foreign markets.'

The evaluation found that **Oxfam has worked with the Moscow Economic Forum and promoted its recommendations** to the Forum. Thus, part of Oxfam's recommendations was included in the 'Road Map for Development of Agriculture in Russia up to 2020' developed by the Moscow Economic Forum (2013): (1) increase availability of food for poor people; (2) develop an insurance system for yield in case of extreme climate events; (3) avoid an embargo on export of agricultural production.

Andrey Rakhmanov (Oxfam Food Security Campaign Coordinator since 2013) distributed copies of Oxfam research reports and the Oxfam Food and Climate Justice Strategy brief among the participants of the agricultural section of the Forum (farmers, traders, researchers, and journalists) on 26 February 2014. He also took part in the panel discussion during the Forum. The Forum website mentions Andrey Rakhmanov among the participants of the Conference № 3 <http://me-forum.ru/agenda/schedule/>.

At the same time, there are many experts and organisations other than Oxfam that work on food security in the Moscow Economic Forum. **Therefore, the evaluation did not find evidence that Oxfam plays a special role in the preparation of policy recommendations by the Moscow Economic Forum.**

Eurasian Center of Food Security (<http://ecfs.msu.ru/>)

The Center was created in 2011 as a response of the Russian Federation on the L'Aquila Food Security Initiative (L'Aquila Food Security Initiative) based at Moscow State University. The purpose of the Center is the coordination and execution of work to ensure the participation of the Russian Federation in international initiatives on food security, including the L'Aquila Initiative. The main objectives of the Center are analyses, research and education in the field of food security in Eurasia.

The organisation has a close relationship with the Ministry of Agriculture: S. Kiselev, Director of the Center, is an adviser to the Minister of Agriculture. He is also the Head of the Department of Agricultural Economics in the Faculty of Economics at Moscow State University.

The Center is also an Oxfam partner. Together they worked on the development of the report 'Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation'. However, the Center does not mention Oxfam among its partners on its website.

Other organisations and experts who promote policy recommendations on food security together with and independently of Oxfam:

- Alexander Novikov – Institute of Humanitarian and Economic Problems of Food Security (Oxfam partner). There are internet records that Alexander Novikov takes an active part in policy development meetings at national and international level representing the Institute <http://www.apec-center.ru/trends/36/593/show/>, http://russiancouncil.ru/inner/?id_4=558#top. **A. Novikov was supported by Oxfam to participate in several international meetings on food security issues.**
- Alexander Nikulin – sociologist, director of the Center for Agricultural Research of the Russian Academy of National Economy and Public Administration under the President of the Russian Federation. **Author of one of the Oxfam's reports.**
- Georgy Safonov – Higher School of Economics. He is mentioned in the media as a WWF consultant on environmental economics <http://www.vz.ru/society/2008/7/8/184907.html>, <http://www.greenpatrol.ru/news/103452>. **G. Safonov is the author of one of Oxfam's reports on climate change and food security in Russia.**
- Rural Women's Movement. This movement protects the interests of women in rural regions of Russia and aims at the development of favourable legal, social and economic conditions for rural citizens <http://www.agrobook.ru/group/2625>. **The Movement used Oxfam reports in the development of policy recommendations.**
- Large agro-holdings in Russia (about 800 organisations) are directly interested in the promotion of food security policy in Russia as a way to obtain considerable funding from the Russian government. They have great lobbying power and take about 90% of all government funding directed to support agricultural development in Russia (A. Nikulin, personal communication).

Conclusions on Hypothesis B

Indicator 1: The work done by partner organisations **in the promotion of policy changes on climate change issues** without Oxfam's influence.

1. The World Wide Fund for Nature (WWF-Russia) has conducted an active climate change campaign in Russia since the 1990s including assisting the Russian government in improving policies by considering climate change adaptation and mitigation.
2. Greenpeace Russia is a member of the Public Advisory Council under the Ministry of Natural Resources and Environment of the Russian Federation and works with other ministries as well generally focusing on the areas of energy saving and mitigation of climate change.

At the same time, neither WWF-Russia, nor Greenpeace have conducted such a mass public campaign on climate change awareness in 14 regions of Russia as did the Oxfam in Russia office. The Oxfam project mobilised regions to take part in Civil G20 by developing recommendations and participating in the Civil G20

conferences, bringing civil leaders to high-level round-table meetings organised by Oxfam, and providing financing for them to take part in international level meetings, such as Copenhagen in 2009.

Indicator 2: The work done by partner organisations in the promotion of policy changes on food security issues without Oxfam's influence.

1. The facts considered above clearly demonstrate that expert partners of Oxfam had personal contacts in government and promoted policy changes in food security without Oxfam's influence. Partners of Oxfam had their own organisations that they represented at different meetings, including at international level.

2. The evaluation determined that **the role of the Oxfam in Russia office in the preparation of policy recommendations** by expert partners of Oxfam, was initiating, organising and funding of research and producing analytical reports, financial and organisational support of round table meetings and experts' visits to international level meetings (for example, APEC Summit, working group on food security in Civil G20 and Committee of Global Food Security). The experts who cooperated with Oxfam said that they promoted their own recommendations. Thus, it is incorrect to claim that policy recommendations made by experts were Oxfam recommendations.

Therefore, it is possible to claim that it is enough evidence that 'Civic organisations and activists increased their input into developing governmental policies on climate change and food security at national and international level, specifically G20 and G8 meetings, without Oxfam influence' **is partially true.**

The Oxfam project had a **high impact on mobilising regional environmental NGOs** to take action and develop recommendations to the Russian government for the Copenhagen Summit in 2009.

WWF-Russia, Greenpeace Russia, the Association of Farmers and Agriculture Cooperatives of Russia, the Russian Grain Union, and other organisations and experts (mentioned in Hypothesis B) **promoted policy recommendations before Oxfam had started its project.** They had their own funding, experts, and developed partnerships with relevant governmental agencies. They developed their own reports and policy recommendations, and took part in Civil G20 and Civil G8.

The Oxfam project played a facilitating role in consolidating the efforts of existing actors in climate change and food security through multi-stakeholder round-table meetings and providing organisational and financial support to civic leaders to participate in international level meetings.

5.4.3 Outcome rating

The project did not have a significant **direct influence on Russian policy in the field of climate change and food security** because Oxfam considered it as counterproductive. **Instead, Oxfam relied on indirect promotion of policy recommendations to the Russian government.** In most cases (except the draft of the Road Map for Development of Agriculture in Russia up to 2020) Oxfam did not promote its own policy recommendations. Instead, Oxfam claimed to support experts who had positions consonant with Oxfam policy and had a credible reputation in government. Oxfam did not monitor appropriately policy changes promoted by experts and partners (mobilised by the project) at governmental level.

Specifically, the project invested money in analytical reports and round table discussions devoted to the findings of these reports. The round table meetings did result in network building among government and civil society representatives, but did not result in resolution with specific policy recommendations. Oxfam asked its partners to promote the reports among their target groups, including the Russian government and did not support further work of its partners and experts with government. Instead, Oxfam's focus was on providing financing to representatives of civil society to participate in climate change and food security meetings at an international level, such as the Copenhagen Summit (2009), the Global Food Security Annual Summit 37 (2011), and Civil G20 (2013). In all cases, experts represented their own organisations in the government and international meetings without affiliating themselves as Oxfam experts. Oxfam did not track the policy changes (or other effects) that resulted from the use of its reports by intermediate and final target groups.

The evaluation discovered the following policy changes which the Oxfam project could have contributed to:

- a. Russian Grain Union used the findings of the reports to influence the Russian government to avoid export bans for grain in 2012–2013. There is no direct evidence, but in 2013 the export of grain from Russia was not limited by government.
- b. Russian NGOs used the reports to develop recommendations on food security issues at Civil G20 (2013). There is no direct evidence, but this fact was proved by Oxfam partners.
- c. The Moscow Economic Forum possibly used Oxfam recommendations prepared by the programme coordinator for the ‘Road Map for the Development of Agriculture in Russia up to 2020’ (2013). There is no direct evidence, but there are some ideas in the Road Map promoted by Oxfam in its correspondence with the writers of the Road Map.
- d. G. Safonov gave an analytical Oxfam report to the Altai government to develop Altai krai regional programme of agricultural land melioration 2014–2020. There is no direct evidence of use of the report apart from the interview with the author of the report.
- e. Oxfam financed participation of its expert in the CFS Annual Summit 37 in 2011. The expert developed recommendations to the Ministries of Agriculture and Foreign Affairs to intensify Russian participation in FAO. According to the expert’s opinion, in response to the recommendations the Russian Ministry of Agriculture increased staff for its international department to deal with FAO.
- f. The Association of Rural Women of Russia used Stephen Wegren and Alexander Nikulin’s report findings to develop recommendations to the government. There is no direct evidence for this apart the interview with the programme coordinator.

Oxfam’s important role was the **facilitation of discussions** on food security among civil organisations and the reparation of recommendations for the G20 summit of the world leaders. Thus, Oxfam’s Climate Change and GROW Campaigns made a crucial contribution in mobilising stakeholders to:

- a. Produce recommendations to the Russian official delegation for the UN Conference in Copenhagen in 2009.
- b. Take part in developing recommendations for Civil G20 and Civil G8 summits.

Contribution score for the Outcome 3

Outcome	Rating	Short Commentary
Increased input from civic organisations and activists into developing governmental policies on climate change and food security through lobbying scientific reports, policy recommendations, and participation of experts in meetings at national and international level, specifically G20 and G8 meetings.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.

6 PROGRAMME LEARNING CONSIDERATIONS

First, it is important to mention how the evaluation differentiates between findings and conclusions and between recommendations and lessons learned. According to the International Fund for Agricultural Development (IFAD):²⁹

- a finding is a 'factual statement' (such as 'the repayment rate was 95%');
- a conclusion is a synthesis of 'factual statements' corresponding to a specific circumstance (e.g., policy x failed to achieve its objectives);
- a lesson learned ...points out normative (or instrumental) experience related to the question what should be done (or what should be avoided) and causal experience – based on an 'if...then...' statement and explaining the effects of different actions;
- a recommendation is a prescription on what should be done in a specific circumstance (for example, in order to increase the repayment rate in a certain credit project).

6.1 KEY LESSONS

Key lessons

Lessons described in this section are divided into two groups: A. Lessons learned by the programme coordinator (extracted from quarterly GROW reports); and B. Lessons resulting from evaluation findings.

A. Lessons learned by the programme coordinator³⁰

1. Preparation and launching the Campaign

- 1.1. **The national launch of a global campaign should be scheduled at least 2 or 3 months after the global launch** because translation, copy-editing and publication of global reports require substantial amount of time. At that time is also necessary to engage the expert community and officials in discussion of the campaign issue to have a more open and sincere feedback on the campaign objectives and their adaptation to national realities.
- 1.2. It is better **not to have the word-for-word translation of the campaign name in Russian, but give more freedom to the country team to decide on an appropriate name and slogans** of the campaign in accordance with national reality. Campaign names or slogans can sound awkward in Russian if we follow the brand guidelines too literally. In response to such translations the team received a lot of criticism and negative feedback on the 'westernised' campaign names and slogans.

2. Focus of future analytical and research work

- 2.1. Development of adaptation measures for Russian agriculture in the context of climate change is urgent if the country still wants to be one of the leading world exporters of grain. **Any research concerning food security should be evidence based and supported by cases of vulnerable communities struggling to produce food under the impact of climate change.** This will help the development of more objective policy recommendations for the Russian government. We can power the advocacy work in Russia by investing in the evidence-based research.
- 2.2. Connecting climate change and food security issues to Russia's global agenda is essential, for example, Oxfam's work on GROW Campaign in Civil G20 and Civil G8.

3. Lessons learned after Russian CSO participation in Rio+20

- 3.1. There should be **good coordination between civil society organisations (CSOs) at such summits**. Such coordination could be implemented by a selected coordinator or committee who should bring CSOs together, disseminate information on different events and organise briefings and debriefings.
- 3.2. The **CSOs need to prepare for the event much more in advance**. All meetings with high-level officials could be possible in Rio if they started to be negotiated several months before the summit.
- 3.3. It is more effective to **start developing CSOs' positions on different issues for high-level leaders before the summit**, and to be ready to hand them over to the official delegation and other summit participants.
- 3.4. **CSOs should be more active before the high-level summits**. For instance, Russian NGOs could highlight in the world mass media the fact that the Russian official delegation ignored civil society and never engaged it in discussion about the Rio summit. As a result of this ignorance the report of the Russian delegation at the summit was very awkward and subjective.
- 3.5. **Russian CSOs need to organise side-events**, making their topics very specific, and promote them at the summit to attract attendance. It turned out that Russian side-events attracted fewer people than Chinese ones. **It was a mistake to call the Russian side-event 'Green Economy in Russia' and not to have moderator of that session**. The name of the event should be more appealing and the Russian official delegation should be invited to participate in the side-events.
- 3.6. There **should be representatives of different Russian NGOs** at such international events: environmental, social, charity, those working with vulnerable groups, and those implementing health programmes. There **should also be experts** (like Alexander Novikov) at the summit.

4. Focus of future advocacy work

- 4.1. Oxfam needs **to keep working on food security issues in Russia as they will be high on the agenda of the Russian government**. As Prime Minister Dmitry Medvedev said in his speech at the Rio+20 conference: 'Russia is ready to assume a leading role in addressing yet another global task – food security. We invite all investors, all potential partners to cooperate in this sphere' <http://www.interfax.com/newsinf.asp?id=341731>.
- 4.2. Since the GROW Campaign strategy points out the need for climate change adaptation as related to **feeding future generations**, advocacy work should be focused on **young people** in particular as the basis of the next generation.
- 4.3. It would be of great value **to have projects on the ground to address the challenges of small farmers** as it would give Oxfam legitimacy and evidence for its advocacy and policy work in Russia.

B. Lessons learned from the evaluation

1. Project preparation and readiness

Relevant context (problem or situation).	The project included two campaigns: Climate Change and GROW. There was no situational analysis before launching the Climate Change Campaign: baseline data were not collected, stakeholder analysis was not conducted. There were no strategic planning sessions before the Climate Change Campaign.
How was the problem resolved?	1. The programme coordinator relied on the experience of grassroots organisations in achieving the Outcomes of the Climate Change Campaign, as well as Oxfam International network experience.

	<p>2. The GROW Campaign in Russia started with a strategic session with key Oxfam partners. At that time Oxfam decided to implement a situation analysis as a basis for the campaign in the country: expert assessment of climate change impacts on food production in Russia was initiated resulting in the development of five expert reports in 2010–2014.</p>
<p>Lesson learned: How can this problem be avoided in the future or how can the process be improved?</p>	<p>It is necessary to have a standard or guidance on what should be done before devoting time to preparing for and launching a campaign:</p> <ol style="list-style-type: none"> 1. Build a problem tree or a conceptual model depicting key problems, their associated causes and opportunities to solve the problems. 2. Analysis of existing actors and gaps in their work. 3. Define the niche for the Oxfam campaign at national and regional level. 4. Conduct stakeholder analysis and choose the target groups. 5. Develop a Results Chain (Impact, Outcomes, Outputs, Strategies, and Outcomes Indicators) and a Logical Model for the campaign, together with a professional adviser on the RBM approach, who can help with the facilitation of planning sessions and explain RBM terminology. 6. Develop a campaign project proposal in compliance with Oxfam International Initiative and RBM framework. <p>This preparatory process should take a minimum 2–3 months.</p>

2. Project design

<p>Relevant context (problem or situation)</p>	<p>The project's Theory of Change had logical gaps in the formulation of the project impact, outcomes, outputs and activities. Four project outcomes out of five were formulated as impacts (therefore, they were not achievable during the project timeline). The terminology was misused. For example, outcomes sounded like impacts, and strategies sounded like outcomes. The pathways between the project components were not explained. For instance, there were no logical links between project outcomes and outputs.</p>
<p>How was the problem resolved?</p>	<p>This problem was not resolved during the campaign.</p>
<p>Lesson learned: How can this problem be avoided in the future or how can the process be improved?</p>	<ol style="list-style-type: none"> 1. Train campaign coordinators on RBM (planning, monitoring, and evaluation) if they have no professional certification or relevant education in project management, such as Project Management Institute certification http://www.pmi.org/Certification.aspx. Experience in some general topics (such as work for NGOs, international experience, and policy advocacy) does not cover lack of knowledge in planning, monitoring, and evaluation. 2. Use project planning tools, standards, and software to design the project: Situational Analysis through designing a Conceptual Model, creating a project logframe through building Results Chains. <p>The following software may be used for situation analysis and planning:</p> <ul style="list-style-type: none"> • Miradi – management software for conservation projects, but may be applied for other projects as well (https://miradi.org/);

	<ul style="list-style-type: none"> • VenSim – developing, analysing, and packaging dynamic feedback models (http://vensim.com/vensim-software/#modeling-the-real-world); • iThink – a powerful tool for communicating interdependencies between processes and problems (http://www.iseesystems.com).
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3. Oxfam Reporting, Monitoring, and Evaluation

Relevant context (problem or situation)	There are no logical links in campaign reports between outputs and outcomes. Oxfam GB planning and monitoring framework was not used by the project team.
How was the problem resolved?	This problem was not resolved during the campaign.
Lesson learned: How can this problem be avoided in the future or how can the process be improved?	<ol style="list-style-type: none"> 1. Campaign coordinators need training on writing project reports so that they are results-oriented and represent pathways between project activities, outputs and outcomes. 2. The reports should include a table 'Outcomes, Outcome Indicators, baseline, expected and current values of the indicator.' 3. The reports should include data according to the project performance indicators relevant to each outcome. 4. There should be mid-term project reports summarising progress and lessons learned over 2 or 3 years. Lessons learned should be incorporated into the project design through updating the project logframe. 5. There should be terminal (final) project evaluation (internal – through Oxfam network or external – independent consultants) resulting in the development of the terminal evaluation report.

- 4. Outcome:** Developed an internet community network in support of climate change and food security issues via online events (sign ups): discussions, competitions, and online campaigns, such as signing electronic petitions.

Relevant context (problem or situation)	The internet is a popular tool to distribute information among the target groups, as well as to engage audiences in different campaigns. There are some environmental websites on the internet that were established for this purpose, such as http://ecodelo.org , http://www.ecorussia.info/ , and others. It is important for organisations to learn about the promotion of their websites in order to achieve their campaign goals.
How was the problem resolved?	The project was successful in promotion of its informational portal http://clicr.ru/
Lesson learned: How can this problem be avoided in the future or how can the process be improved?	<p>Oxfam's Visibility and Communication Strategy was considered as successful by the evaluation because of:</p> <ol style="list-style-type: none"> 1. Design of the website was modern, creative, and 'energetic' to attract the target groups (young people in general). 2. Focus of the Oxfam Climate Change Campaign was on regional environmental NGOs as intermediate target groups to conduct climate hearings and other educational events for public in their regions, as well as to distribute information

	<p>about Oxfam campaign within their networks.</p> <p>3. Promotion of Oxfam website http://clicr.ru/ during offline events was the most effective mechanism to attract audiences to this web-resource (seminars, public hearings, and others) because many Russian environmental leaders participated in these events and started to use the website afterwards.</p> <p>4. Promotion of http://clicr.ru/ via other popular environmental websites (e.g. Ecowiki) and blogs on Twitter, Facebook, and VKontakte brought wide audiences to the Climate Change Campaign.</p>
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5. Outcome: Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by Oxfam Campaign to promote climate change and food security among the general public.

Relevant context (problem or situation)	<p>Before the Oxfam Climate Change Campaign only two Russian NGOs had their own climate change awareness activities: WWF Russia and Greenpeace Russia (http://www.wwf.ru/about/what_we_do/climate/eng, http://www.greenpeace.org/russia/ru/campaigns/climate/).</p> <p>Other environmental NGOs (participants in the Campaign) claimed that they did not implement any climate change projects in their regions and were not familiar with these issues before Oxfam started its Climate Change Campaign in Russia.</p>
How was the problem resolved or the process improved?	<p>Mechanisms considered by the evaluation to be successful in mobilising NGOs to promote climate change issues among the general public:</p> <ol style="list-style-type: none"> Climate schools (purpose was to raise awareness of leading NGOs and activists to the Climate Change Campaign). Climate hearings (purpose was to discuss with the general public climate change challenges and develop recommendations to the Russian Government for the climate change negotiations in Copenhagen in 2009). As a part of these educational events, regional NGO leaders developed their own projects aimed at promoting climate awareness among Russian citizens. Oxfam provided small grants as well as organisational and informational support (experts, materials, and a web platform for advertising the events and discussion platforms on http://clicr.ru/ and http://grow.clicr.ru/, including blogs created by Oxfam).
Lesson learned: How can this problem be avoided in the future or how can the process be improved?	<ol style="list-style-type: none"> In order to promote the climate issue among the general public it is important to conduct offline events, such as climate schools and climate hearings. While promoting the issue among the public it is important to involve regional NGOs as intermediate target groups that will raise awareness among the public on a regional and national scale.

6. Outcome: Increased input from civic organisations and activists into developing governmental policies on climate change and food security through the promotion of scientific reports, policy recommendations to the government and participation of experts in meetings at national and international level, specifically G20 and G8 meetings.

<p>Relevant context (problem or situation)</p>	<p>The Civil G20 as a structured approach to civil society engagement in G20 policy dialogue was established under the Russian Presidency in 2013. Civil G20 undertook a wide range of consultations with stakeholders with the aim of developing consolidated policy recommendations for the G20 Leaders at the Summit in St Petersburg. The Civil G20 Summit was conducted in Moscow in June 13–14, 2013.</p> <p>Oxfam’s role was to mobilise civic organisations to take part in Civil G20.</p>
<p>How was the problem resolved?</p>	<ol style="list-style-type: none"> 1. Oxfam in Russia office representative was responsible for collaboration with the Sherpa office. 2. Civil G20 Working Group on Food Security recommended that Oxfam engage NGOs from the regions in the development of recommendations for global leaders. To do so, Oxfam: <ul style="list-style-type: none"> • distributed information about Civil G20 and promoted the Civil G20 website through http://clicr.ru/ on the internet; • organised preparatory training for NGOs on participation in Civil G20 activities; • brought partner organisations from the Russian regions to a preparatory conference of Civil G20 in Moscow by providing financing, organisational and informational support. 3. Oxfam facilitated the collection and editing of recommendations from the Russian side. Thus, Oxfam distributed information and engaged its regional partners to write and edit recommendations to global leaders.
<p>Lesson learned: How can this problem be avoided in the future or how can the process be improved?</p>	<ol style="list-style-type: none"> 1. In order to engage civil organisations in the development of international policy it is crucial to invest time and money in training NGOs and in facilitation of the recommendation development process. 2. Financial support to bring NGOs and experts to international meetings is essential to ensure civil organisations’ participation.

<p>Relevant context (problem or situation)</p>	<p>Oxfam asked partner organisations with credible reputations to analyse data on climate change and food security in Russia and compile five research reports:</p> <ol style="list-style-type: none"> 1. The Impact of Russia's 2010 Grain Export Ban (2011).³¹ 2. The Adaptation Challenge: Key issues for crop production and agricultural livelihoods under climate change in the Russian Federation (2012).³² 3. Economic Analysis of the Impact of Climate Change on Agriculture in Russia (2013).³³ 4. After the Drought (2013).³⁴ 5. Gender Inequality in the Rural Regions of Russia. <p>Oxfam promoted its reports for policy development via multi-stakeholder round-table discussions of the reports’ findings, and dissemination of the reports during conferences, and through partner organisations. There was no mechanism to receive</p>
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	<p>direct feedback from the final target groups on the use of the reports for the development of policy changes (decision makers and politicians), for example, from the Ministry of Agriculture.</p> <p>Oxfam and other international NGOs, such as WWF or Greenpeace, are often seen by the Russian government as foreign agents working in the interests of other countries. This attitude was considered by the project team as a limitation to their policy advocacy opportunities.</p>
How was the problem resolved?	This problem was not resolved during the campaign.
Lesson learned: How can this problem be avoided in the future or how can the process be improved?	<ol style="list-style-type: none"> 1. Round table meetings on Oxfam report findings should result in the development of policy recommendations from the expert community. 2. Promotion should include official resolutions of the round table meetings with policy recommendations and analytical letters in support of them, participation of Oxfam and its experts in the working groups on the development of drafts for policies/strategies/programmes, and amendments to laws related to climate change and food security. The evaluation proved that the representatives of government suggest Oxfam use these mechanisms. Officials do not want to read Oxfam reports, they want policy recommendations in the way of amendments to specific laws. 3. Policy recommendations should be evidence-based with references on the source of information and formulated in 'governmental' language (not just a declaration of how things should be done) to be considered seriously by the government. The recommendations should be in line with the current urgent political issues in the country and fit into existing and developing government policies.

6.2 KEY RECOMMENDATIONS

This section describes actionable suggestions on improvements in the ongoing interventions, or informing design and implementation of future campaigns. The recommendations are based on the lessons and conclusions of the evaluation. Recommendations are feasible to implement within the timeframe and resources available (including local capacities), specific in terms (who would do what and when), and set a measurable performance targets. The recommendations are divided into two sections: A. Recommendations from Oxfam experts and partners to Oxfam, and B. Recommendations by the Evaluators.

6.2.1 Recommendations from Oxfam experts and partners

These recommendations were edited by the Evaluators for accuracy purpose.

I. Theme: focus of future work for the Oxfam in Russia office

1. Oxfam should continue **addressing climate change** issues through promotion of social justice, fairness and equality, and eliminating poverty. This is the only NGO in Russia that has such a broad scope of work (environmental and social) and such wide international experience.
2. Oxfam should continue its **climate change awareness programme** targeting a young audience and reinforcing the Youth Climate Network because this niche is still not occupied by other international NGOs.

3. Climate Doctrine of the Russian Federation was approved by Government in 2009; Complex Plan of the Climate Doctrine Implementation until 2020 was approved by Government in 2011, but no regional programmes for adaptations to the Global Climate Change in Russia have yet been developed. Oxfam should promote its reports for the development of **regional adaptation plans in agriculture and food security** whether through partner organisations or directly to the government.

II. Policy advocacy recommendations

1. Oxfam should keep **participating in international summits**, such as G8, G20 and APEC through bringing civil society experts and NGOs to these meetings and facilitating the process of recommendation development for global leaders.
2. Oxfam should continue dissemination of the best international and national experience of effective farming and agriculture (e.g. positive experience of Belgorod Region), national food security, rural gender inequality, and protecting of interests of food consumers, **especially poor rural communities**.
3. Oxfam should **keep its work on elaborating detailed recommendations** on food security and adaptation to climate change ready to be used by the Russian government for policy improvement. Oxfam should promote its recommendations on the level of policy making together with other experts or organisations like WWF, AKKOR, RGU and others. A coalition of NGOs is a much more powerful force than just one foreign NGO, such as Oxfam, acting alone.
4. It is desirable to discuss and develop **joint plans of activities of Oxfam and the Russian Grain Union** on the development of recommendations for Russian food security policy.
5. Oxfam should build stronger connections **with government bodies by itself**. For example, Oxfam may learn more about the actual needs of the Ministry of Agriculture and include in its projects relevant activities according to these needs. Oxfam may discuss its annual plans with the ministry and consider suggestions from the ministry on the relevant policy development issues. These two mechanisms will increase Oxfam's contribution to the improvement of Russian policy on food security and adaptation to climate change.
6. Oxfam should participate in the activities of **Working Groups in the Russian government** on developing policy documents on food security and climate change issues.
7. It is very important for Oxfam to cooperate **with regional authorities** on regional low-carbon development plans involving different stakeholders: business, civil service providers and grassroots organisations.

III. Ideas for grassroots projects

1. Oxfam can do valuable work in **capacity building** of Russian grassroots organisations on the issues of climate change, food security, and local green economy development.
2. There is a need for the projects aimed at the development of **self-governance** in rural regions. It could be a good niche for Oxfam.
3. Projects aimed at the **restoration and development of farmer cooperatives** will have a great importance for rural regions of Russia.
4. Financially support projects on **regional adaptation** of agriculture to climate change, on sustainable development in agriculture and food security, including capacity building of regional organisations to promote sustainable development.
5. There is a need for educational courses for rural women on computer and internet literacy, as well as the development of farmer cooperatives.
6. Use successful Oxfam experience of seminars for NGOs on the problem of climate change for organisation of similar **seminars on the problems of food security** in the Russian regions.

IV. Ideas for research projects

1. Oxfam can continue to carry out special research and make evaluations of the current situation in Russia in the fields of **food security and climate change**.
2. It is desirable to get ideas about how to use the findings of Food Price Monitoring and continue to work in this direction.
3. There is a need to **evaluate the consequences of climate change** on agriculture and food security in Russia using different Global Circulation Models and scenarios of climate change. Oxfam could definitely help in this research.

V. Oxfam networking and PR in Russia

1. Involve the Russian public in cooperation for influencing food producers.
3. Discuss and reconsider the niche for Oxfam in Russia answering the questions ‘Who we are as an organisation in Russia in comparison with other organisations? What is our mission? Who else does similar work in Russia?’ For example, the question was raised during the evaluation: ‘Is Oxfam an independent expert-journalist organisation or a policy advocacy organisation? Should we have our own experts or work with experts that represent other organisations in a political arena?’ ‘What factors form the credibility of the organisation in the Russian political environment?’
4. Oxfam is not a well-known organisation within the NGOs’ network in Russia; Oxfam experts did not affiliate themselves with Oxfam on official publications and meetings; and Oxfam is not mentioned on the websites of its key partners. More publicity and PR about the name of Oxfam will strengthen the organisation’s position in Russia and add credibility to Oxfam’s reputation. The solution could be to hire a communicator/PR officer for Oxfam-Russia who will work on branding the name of Oxfam and promote Oxfam projects in the mass media.
5. Publish more materials on <http://clcr.ru> and <http://grow.clcr.ru/> (stories of farmers, articles about consequences of climate change in Russia, necessary changes in agricultural and food security policies, etc.) than official information from the Ministry of Agriculture and other government websites to keep the target audience interested in Oxfam’s activities.

VI. Recommendations to Oxfam GB

1. To hire a GROW coordinator at Oxfam GB’s headquarters to facilitate implementation of GROW programmes in various countries, including Russia.

6.2.2 Recommendations by Evaluators

I. Recommendations to the Oxfam in Russia office Country Director and Climate Change and Economic Justice programme coordinator

Goal 1: Programme/campaign coordinator should **undertake training** on results-based planning, monitoring, and evaluation in order to be able to write SMART project designs, realistic Monitoring and Evaluation Plans, and use RBM terminology correctly (Impact, Goal, Outcomes, Outputs, Outcomes, Outcomes’ Indicators, and others).

Implementation arrangements

The following internal Oxfam experts may be asked to provide training on Planning, M&E:

- Richard English, Regional Campaigns Capacity Coordinator at Oxfam GB (MECIS office).
- Azer Hasanov, Programme Quality Coordinator at Oxfam GB (MECIS office).

The following external experts provide professional training and individual coaching on results-based planning, management, M&E. These individuals are all international planning and evaluation experts and trainers:

- Svetlana Kozlova – member of the Associates for International Management Services (AIMS) (<https://www.linkedin.com/pub/svetlana-kozlova/36/704/398>, sveta2404@gmail.com).
- Mikhail Paltsyn – member of AIMS (<https://www.linkedin.com/pub/mikhail-paltsyn/8b/b94/24>, paltsyn@mail.ru).
- John R. Mathiason – President of AIMS (<http://www.intlmgt.com>).
- Aleksey Kuzmin – President of Process Consulting Company (<http://www.processconsulting.ru/eng/>).

Goal 2: Programme/campaign coordinator should **implement a situational analysis** for new projects and campaigns, including stakeholder analysis and baseline data collection on Outcomes Indicators for monitoring and evaluation purpose.

Implementation arrangements

Situation analysis should include an evaluation of the niche for the project, gaps in the work of similar organisations, gaps in policy, and the baseline situation for each outcome (status of the problem/situation). The analysis may result in designing a Conceptual Model that explains cause-effect links between problems. The project team may build the model in any graphic program or request an expert to develop it in special software.

Results chains should depict the logic between project results: strategies (activities and outputs) and Outcomes. See more instructions in the section Lessons learned 'Project design.'

Stakeholder analysis is a process of identifying groups and people that might be influenced by the campaign (positively or negatively). It includes identification of the project stakeholders and their interests, and designing a strategy of involving them in the planning, implementing, or monitoring of the campaign.

The following external experts provide professional online and offline training and individual coaching on:

- Implementing a Theory of Change analysis through Designing Conceptual Models and Results Chains, Stakeholder analysis, Project Design and Logframe development: Svetlana Kozlova (sveta2404@gmail.com), Mikhail Paltsyn (paltsyn@mail.ru).
- Stakeholder analysis, risks analysis, building a model of a situation, defining cause-and-effect connections; building an interactive computer model in order to test different scenarios for the project, including a long-term strategy; and designing an action plan: Elena Bakhanova and Ganna Gladkykh (<http://participatory-modelling.com/en/whoweare/>)

Goal 3: Programme/campaign coordinator should **make an operational Monitoring, Evaluating and Learning Framework** (Draft 7.0, OI Community of Practice on MEL in Campaigns, 01 October 2012) for new campaigns through designing and implementation of a Campaign Monitoring and Evaluation Plan

Operational Monitoring and Evaluation Framework consists of:

1. Monitoring and Evaluation Plan for each year, which includes the project's SMART Impact, Goal, Outcomes and Outcomes' Indicators, Outputs, and Assumptions. Outcomes indicators mean collecting the information from target groups on how they use the products and services produced by the Oxfam campaign (reports, round table resolutions, policy recommendations, publications, and others).
2. SMART Outcomes Indicators go along with sources of data, from whom to collect this data, when to collect, and the person responsible for collecting the data.

There should be a person responsible for monitoring and evaluation in the Oxfam in Russia office, or the programme coordinator themselves, to implement a Campaign M&E every quarter.

II. Recommendations to the MECIS office

Goal 1: The MECIS office should improve project-planning templates in OPAL.

1. Include a table showing a logical connection between outputs and outcomes. According to RBM groups of outputs should lead to one outcome.

Project Outcome	Project Output	Milestone	Delivery Date
Outcome definition	Output 1		
	Output 2		
	Output 3, etc.		

2. Improve the Oxfam GB planning and monitoring framework by including definitions of terms, explanation of power analysis, and examples of SMART formulations for goal, outcomes, outputs, and outcomes indicators, and providing examples for each step of the methodology.
3. Specifically, include a definition for the direct and indirect beneficiaries in the project template.
4. Include methodology to define the indirect and direct beneficiaries of the project.

Goal 2: The MECIS office should improve project reporting documents, and feedback-providing mechanism on them.

1. Check in the project documents:

- a. Logic between Campaign Goal (effects resulted from the Outcomes), and Impact (effects of similar project in the regional, national, or international levels), Outcomes (changes within target groups or situation), Outcomes Indicators (measure %, level, or extent to which the outcome has been realised), Outputs (products and services), and Activities:

Campaign Impact:				
Campaign Goal:				
Key Activities	Outputs	Outcomes	Outcomes Indicators	Assumptions to the Outcomes

- b. Existence of Action Plans on products and services provided by the campaign (outputs) according to each outcome for every quarter, and annual plans:

Campaign Outcome 1:			
Activity 1:	Responsible expert/organisation	Output 1	Deadline
Activity 2:	Responsible expert/organisation		

- c. Existence of a Monitoring and Evaluation Plan for each quarter:

Outcome	Indicator	Source of data	From whom	When	Responsible
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2. In the project reports check:

- a. Existence of a table showing activities and outputs produced as a result of a group of activity:

Campaign Outcome 1:		
Activities	Outputs	When produced

- b. Progress toward achieving the Outcomes:

Campaign Outcome 1:	
Outputs	Mid-term outcomes (how the target group used outputs or changes in the status of a problem)

- c. The data collection about the status of Outcomes Indicators (every 3 months) to make sure that the campaign is getting feedback about the use of their products and services by the target groups:

Outcome	Indicator	Baseline value	Indicator value for [date]	Indicator value for [date]
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- d. To make sure that the campaign has had no changes in expected outcomes for the last 3 months; if changes happened an explanation of the change should be provided.

3. Include in the campaign reporting framework:

- a. Annual informational reports, including the level of achieving the Outcomes.
- b. Annual financial reports according to the project components per campaign:
 - Component I: Project personnel
 - Component II: Sub-contract
 - Component III: Training
 - Component III: Publishing
 - Comp IV: Equipment and premises
- c. Terminal Report for the whole campaign period at the end of the project will help to summarise all project activities, outputs and outcomes. The Terminal Report could be a valuable tool for sharing experiences between different country offices on campaign designs and implementations.

4. Make written feedback on country reports obligatory for the Oxfam supervision office.

Goal 3: The MECIS office should implement a capacity-building training programme for Oxfam country directors and project/campaign coordinators on the Results-Based Management and Oxfam Monitoring and Evaluation Framework use (online or offline).

See the Goal 1 Implementation arrangements 'Recommendations to the Oxfam in Russia office Country Director and Climate Change and Economic Justice programme coordinator' for instructions.

Goal 4: The MECIS office should develop guidance to conduct strategic planning sessions for country offices in order to define the niche (need) for a project/campaign in the country in the context of political, social and ecological urgencies; undertake analysis and develop strategy of the project/campaign, including Conceptual Model and Results Chains; and develop annual plans.

Invite professional strategic planning facilitators who can lead the team through strategic planning process: situational analysis, POWER analysis, designing Conceptual Model and Results Chains, and developing a Campaign Strategy and Action plan, including SMART goal/impact, outcomes, outputs, and activities.

Goal 5: The MECIS office should set up a communication system between MECIS M&E experts and the Oxfam in Russia office.

M&E experts should check the campaign documents to ensure that the M&E system is set up and operational. They can also provide advice on preparation of a baseline analysis, development of project documents, collecting monitoring data, obtaining feedback from target groups. The experts should review the campaign's reports in terms of logic between activities, produced outputs and changes that occurred as a result of using these outputs by target groups (outcomes).

III. Recommendations to Oxfam GB Effectiveness & Evaluation office

A. Use of the Process Tracing Tool

Process Tracing is a useful tool that helps to investigate the issue from different angles. Nevertheless, using a Process Tracing Tool appeared to be time consuming in terms of formulating and checking silent-causal stories (hypotheses) and findings related to each hypothesis. Application of a Process Tracing Tool and analysis of policy documents in evaluation requires a minimum of three months' work.

Despite copious guidance provided by Oxfam MEL it was still not clear how to answer questions that are posed by this tool. The consultants reviewed about ten Oxfam evaluation reports and noticed that different Evaluators used the tool in their own way, sometimes not according to the methodology. The reason for this may be lack of clear instructions on Process Tracing Tool implementation. For example, it was not clear from the guidance how to answer the questions that are set up by the instructions and how many pages each chapter of the evaluation report should take.

Evaluation findings and recommendations to Oxfam GB are explained below:

- a. To conduct a **training session for the Evaluators** on the use the Process Tracing Tool going through each step.
- b. Chapter 5.1. 'Findings' of the Evaluation Report template includes outcomes descriptions, salient causal stories, and findings. It will be useful to include in the instructions **definitions** for Outcome, Salient Causal Stories and Findings. The understanding of these terms may be different from consultant to consultant.
- c. Sub-chapter 5.1. 'Outcome' has following instruction: 'Include findings on the degree to which this outcome was found to have materialised'. The following instruction would add clarity to this sub-chapter: **'Describe Outcome Indicators and collected information related to each indicator, including sources of data.'**
- d. Sub-chapter 5.1.2. 'Findings' requires the presentation of causal stories. It is not said how to do that in the case of having a causal story that is the same as the answer to the question **'Include findings on the degree to which this outcome was found to have materialised.'**
- e. Each chapter should **have limited number of pages** and an **example of the text** that will show, for instance, what the description of a causal story looks like. For example, 'the causal story should be formulated like '____'; the findings should be presented in a such way: causal story formulation, evidence 1 + source of data, evidence 2 + source of data...'
- f. Also, the **evaluation report format** should consider such important aspects of the evaluation as: processes affecting attainment of project results, project preparation and readiness, implementation approach and management, project monitoring and evaluation, project reporting, and project financing (measure of effectiveness of the project in terms of input and outcomes).

B. Use of the results of the evaluation

Oxfam MECIS staff suggested the evaluation office organise a webinar **presentation of the results of the evaluation**. They said that there is no time for staff to read a long evaluation report and try to extract information necessary for the improvement of the project's performance. The key target audience for the webinar in the case of this evaluation might be the Oxfam in Russia office, the MECIS office and Oxfam national offices in the MECIS region.

Preparation of a PowerPoint presentation of the evaluation findings and making a presentation should be included in future TORs for Evaluators. It is recommended that a webinar be organised after each evaluation to present the evaluation findings. The webinar may take 20–30 minutes for a PowerPoint presentation and 20 minutes for discussion. The following webinar platforms may be used for the webinar: <http://www.gotomeeting.com/online/collaboration/enter>

<http://www.wiziq.com/>, <http://www.omnovia.com/>, http://webinar.tw/?_=1&a=ludasmart, and others.

7 CONCLUSION

I. Project preparation and readiness

1. No background analysis was implemented to choose appropriate strategies and an activity niche for Oxfam's Climate Change Campaign. In contrast, five analytical reports were produced to support the Russian GROW Campaign with background information.

II. Project design

1. The project planning documents did not have specific and time-bounded goals, outcomes and indicators. Logic connections between outputs and outcomes, including milestones, were not explained.
2. Poor quality of the project design documents might be explained by a lack of knowledge and skills among project team members in the RBM. There was no special planning, monitoring, and evaluation training conducted by Oxfam GB for the Russian project management team.
3. There was no baseline information related to selected outcomes (e.g. level of initial skills and knowledge of regional NGOs on climate change and food security topics, and gaps in policy documents that need to be covered).
4. Project design documents were not updated accordingly considering the changes the team agreed upon with regard to outcomes, outputs and indicators.

III. Implementation approach and management

1. Management of the project was effectively done through regional partner organisations (environmental NGOs) and experts who implemented all the project activities with the financial and technical support of Oxfam and their own resources.
2. In 2010 Oxfam International shifted its focus from the Climate Change Campaign to the GROW Campaign with a focus on food security. The Oxfam in Russia office followed the same change according to the Oxfam campaigning policy. As a result of that shift the project changed its goal, outcomes, indicators, target groups and key partners.

IV. Oxfam supervision

MECIS's help was crucial for success of the project, specifically by:

1. Connecting the programme coordinator with Oxfam network experts, because the Oxfam in Russia office in 2009 did not have experience in organising advocacy and lobbying campaigns.
2. Providing experts' support in planning and launching the Climate Change and GROW Campaigns, especially in the development of the campaign's portal <http://clcr.ru/>.
3. Editing research reports in English and promoting them at the international level.
4. Providing financial and organisational support to bring project staff and representatives of the civil sector to international-level meetings, such as G20, Global Food Security Annual Summit 37, and Rio+20 (United Nations Conference on Sustainable Development).

V. Reporting, Monitoring and Evaluation

1. Oxfam M&E framework guidance lacked definition of terms, clear instructions and examples to guide appropriate project planning, monitoring and evaluation. The programme coordinators did not undertake any training to use the framework.

2. The project did not have an operational M&E framework to assess how efficiently and effectively project activities contributed to outputs, and how outputs contributed to outcomes:
 - a. The Evaluators did not find M&E plans for each year of the project (2009, 2010, 2011, 2012, 2013, and 2014).
 - b. The Evaluators did not find annual, mid-term and final project reports (2009–2014).
 - c. There was no one person responsible for collecting data on outcomes indicators, for example, discussing the use of the research reports by target politicians and asking them about policy changes they made based on those reports, collecting policy documents and highlighting those changes.
3. Nevertheless, the project had some monitoring activities to assess the progress of its two campaigns (Climate Change and GROW):
 - a. The Oxfam in Russia office recorded the number of visitors and viewers in <http://clicr.ru/>, <http://grow.clicr.ru/>, Twitter, Livejournal clicr, and Livejournal Grow, and improved these web resources accordingly.
 - b. The Russian team had regular conversations with the MECIS office to discuss progress and get advice on campaign mechanisms.
4. There was no formal feedback or special requests from the MECIS team, Oxfam GB, or Oxfam International about reporting on outcomes indicators, lack of logic between outputs and outcomes in project reports, and Oxfam M&E framework misuse. Possibly, the absence of requests was one of the reasons for the programme coordinator concentrating on producing and monitoring outputs (organising training, distributing publications, developing websites, bringing experts to international meetings, and others) rather than achieving and monitoring outcomes (influencing target groups to use the Campaign products and make policy changes).

Outcome 1: Developed internet community network in support of climate change and food security issues in Russia.

1. The evaluation showed that the following mechanisms of the Oxfam project appeared the most successful in achieving the outcome:
 - a. Oxfam brought a wide audience to its campaign websites via partnership with developed internet environmental portals (for example, Ecowiki).
 - b. On the websites <http://clicr.ru/> and <http://grow.clicr.ru/> Oxfam used colloquial language, unique web design, international and regional evidences of climate change, and petitions to keep its audience interested and engaged in the campaigns.
 - c. Advertisement of <http://clicr.ru/> during offline environmental events (seminars, public hearings, and others) was the most effective mechanism in promotion of the website because many environmental NGOs who participated in these events started to use the website to read news and share information about their projects.
2. Mechanisms used by Oxfam for planning, launching, promoting and maintaining the Climate Change and GROW online campaigns attracted relatively large audiences: **8,026** people visited <http://clicr.ru/> in 2010 and **25,779** in 2013; **4,087** people visited <http://grow.clicr.ru/news> in 2010 and **14,406** in 2013; CLICR Twitter reached **1,642** in December 2011, and **1,989** in April 2014; Livejournal clicr had **6,550** visitors in 2012 and **37,291** in 2013 ; Livejournal Grow had **4,218** visitors in 2012 and **23,389** in 2013.

Contribution score for the Outcome

Outcome	Rating	Short commentary
Developed internet community network in support of climate change and food security via online events: discussions, competitions, and online campaigns.	5	Outcome is fully achieved. There is sufficient evidence that intervention made a crucial contribution.

Outcome 2: Leading environmental, farming/agriculture **organisations and activists** in Russia **are mobilised** by the Oxfam Campaign **to promote** climate change and food security issues **among the general public**

1. **Two mechanisms were the most successful in mobilising ecological NGOs and activists** in the regions to promote climate change awareness: **climate schools and climate hearings**. Oxfam reports showed that due to Oxfam mobilisation work its partners conducted **21 climate awareness events** with **760 participants** overall in **14 regions** of Russia in the period of October 2009–January 2010, including regional climate schools and climate hearings, flash mobs, and other environmental education events. Interviews with leading regional NGOs clearly demonstrated that they **did not have any climate change awareness projects before Oxfam started its Climate Change Campaign**. Regional environmental NGOs **started to conduct climate change awareness activities** (such as educational seminars and other events) **after Oxfam’s Climate Change Campaign was initiated**.
2. There were fewer NGOs at regional and national levels that were ready to promote food security topics among the Russian public in comparison with the Climate Change Campaign in 2009–2010. There were no grassroots agrarian NGOs that could be used by Oxfam to promote public food security projects and campaigns. Therefore, the focus of the GROW Campaign in terms of raising awareness of public on food security issues was aimed at:
 - a. involving farming/agriculture organisations, institutions/universities and experts in research on impact of climate change on food security; and
 - b. conducting online events to engage internet audiences in food security discussions, such as signing the Behind the Brands petition, participating in online surveys on positive food choices, and taking part in the recipe competition.

These mechanisms were successfully implemented by the Oxfam in Russia office.

3. **There were no particular offline activities** to promote <http://grow.clicr.ru/> portal and GROW Campaign messages **among general public**, except for interviewing farmers. Distribution of the results of the research on high level round table meetings, conferences, and Civil G20 (only in Moscow) may not be considered as raising the awareness of the general public because these events were aimed at experts.

Contribution score for the Outcome

Outcome	Rating	Short commentary
Leading environmental, farming/agriculture organisations and activists in Russia are mobilised by the Oxfam Campaign to promote climate change and food security issues among the general public.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.

Outcome 3: Increased input from civic organisations and activists into developing **governmental policies** on climate change and food security issues through promotion of scientific reports, policy recommendations to the government, and participation of experts in meetings at national and international level, specifically G20 and G8 meetings.

1. The project did not have a significant **direct influence** because Oxfam considered it to be counterproductive. **Instead, Oxfam relied on indirect lobbying.** In most cases (except drafting of the Road Map for Development of Agriculture in Russia up to 2020) Oxfam did not promote its own policy recommendations. Instead, Oxfam claimed to support experts who had positions consonant with Oxfam policy and had a credible reputation in government. Oxfam did not monitor appropriately policy changes promoted by experts and partners (mobilised by the project) at governmental level.
2. Specifically, the project invested money in analytical reports and round table discussions devoted to the findings of these reports. The round table meetings did result in network building among government and civil society representatives, but did not result in resolution with specific policy recommendations. Oxfam asked its partners to promote the reports among their target groups, including the Russian government, and did not support further work of its partners and experts with government. Instead, Oxfam's focus was to provide financing to representatives of civil society to participate in climate change and food security meetings at international level, such as the Copenhagen Summit (2009), Global Food Security Annual Summit 37 (2011), and Civil G20 (2013). In all cases experts represented their own organisations in the government and international meetings without affiliating themselves as Oxfam experts. Oxfam did not track the policy changes (or other effects) that resulted from the use of reports by intermediate and final target groups.
3. The evaluation discovered the following policy changes to which the Oxfam project could possibly contribute:
 - a. Russian Grain Union used the findings of the reports to influence Russian Government to avoid export bans for grain in 2012–2013. There is no direct evidence, but in 2013 the export of grain from Russia was not limited by government.
 - b. Russian NGOs used the reports to develop recommendations on food security issues at Civil G20 (2013). There is no direct evidence, but this fact was proved by Oxfam partners.
 - c. The Moscow Economic Forum possibly used Oxfam recommendations prepared by the programme coordinator for the 'Road Map for Development of Agriculture in Russia up to 2020' (2013). There is no direct evidence, but there are some ideas in the Road Map promoted by Oxfam in its correspondence with the writers of the Road Map.
 - d. G. Safonov gave an analytical Oxfam report to the Altai government to develop Altaisky krai regional programme of agricultural land melioration 2014–2020. There is no direct evidence of use of the report apart from the interview with the author of the report.
 - e. Oxfam financed participation of its expert in the CFS Annual Summit 37 in 2011. The expert developed recommendations to the Ministries of Agriculture and Foreign Affairs to intensify Russian participation in FAO. According to the expert's opinion, in response to the recommendations the Russian Ministry of Agriculture increased staff for its international department to deal with FAO.
 - f. The Association of Rural Women of Russia used Stephen Wegren and Alexander Nikulin's report findings to develop recommendations to the government. There is no direct evidence for this apart the interview with the programme coordinator.
4. An important role of Oxfam was the facilitation of discussions on food security among civil organisations and the preparation of recommendations for the G20 summit of world leaders. Thus, the Oxfam Climate Change and GROW Campaigns made a crucial contribution in mobilising stakeholders to:
 - a. produce recommendations to the Russian official delegation for the UN Conference in Copenhagen in 2009; and

- b. take part in developing recommendations for Civil G20 and Civil G8 summits.

Contribution score for the Outcome

Outcome	Rating	Short commentary
Increased input from civic organisations and activists into developing governmental policies on climate change and food security through lobbying scientific reports, policy recommendations and participation of experts into meetings at national and international levels, specifically G20 and G8 meetings.	4	Outcome is partially achieved. There is sufficient evidence that intervention made a crucial contribution.

APPENDIX 1: TERMS OF REFERENCE

Terms of Reference

External Effectiveness Evaluation

Climate Change in the Russian Federation

Project:

The advocacy and campaigning on Climate Change in the Russian Federation project began as a Climate Change Campaign in the lead up to COP17 in Copenhagen. Relunched in June 2011, the project has focused on raising awareness of climate change impacts on food production and expanding the space for civil society activism on these issues within Russia.

The project has faced considerable challenges as civil society space in Russia has been closing, most recently with new legislation that has made linking with partners difficult. As a result, the project activities have focused mainly on research and research dissemination.

The evaluation will consider how effective the project has been at ensuring that climate change adaptation, resilience and food security feature prominently on the policy agenda, and influencing the Russian government to prioritise policies that support sustainable smallholder agriculture. With food security expected to feature prominently on the agenda, the evaluation will also consider how effectively the project has been working with government ministries to develop a food security strategy in the lead up to the G8 meeting that will be held in Sochi in June 2014.

Evaluation Overview:

As part of a larger organisational undertaking to better capture and communicate the effectiveness of its work, Oxfam GB desires to rigorously assess the effectiveness of the project: Advocacy and Campaigning on Climate Change in the Russian Federation.

This evaluation will use a predefined qualitative research protocol, Process Tracing, to inform the evaluation design. In collaboration with the project team and Oxfam GB's MEL adviser, the evaluation team will identify up to four outcomes for investigation. For each outcome, the evaluation will assess the extent to which: a) the outcomes have materialised; b) whether there is evidence that the project contributed to these changes; and c) the significance of the project's contribution in light of other contributing factors. Guidelines outlining the core evaluation protocol have been prepared, and Oxfam GB is seeking an experienced external evaluation team to lead on the implementation of this methodology, and development of appropriate data collection and analysis strategy.

The evaluation will be co-managed by the project team and Oxfam GB's Programme Performance and Accountability Team, and overseen and supported by one of OGB's Global Monitoring, Evaluation, and Learning advisers.

Key Tasks

In line with the core evaluation protocol that has been prepared, key tasks include:

1. (Re)construct 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.
2. Work with relevant stakeholders to clearly specify the most recent intermediate and final outcomes the project expected (or is seeking) to achieve.
3. Systematically assess and document what was done under the project to achieve targeted outcomes.
4. Identify and evidence which of the selected intervention outcomes have actually materialised, as well as any relevant associated outcomes, using an appropriate data collection strategy.
5. Undertake 'process induction' to identify salient plausible causal explanations for 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. Share initial findings with the country team.
8. Write a narrative analytical report to document the above research processes and findings (2 drafts).
9. Summarise analysis by allocating project 'contribution scores' for each outcome.

Key Qualifications, Skills, and Capabilities

Relevant university degree(s) (Masters preferred)

Experience working in Russia, and strong understanding of the civil society space in that context, including deep contextual understanding of the challenges and opportunities for policy advocacy in that space.

Speak fluent Russian.

Proven track record in undertaking advocacy evaluations, or equivalent, with demonstrable skills and experience in qualitative research methods in general and exploring causal links between advocacy and policy outcomes in particular.

With a strong preference for mixed methods, priority will be given to teams that include individuals with experience undertaking both qualitative and quantitative analysis. Where applicants do not have both, they should be prepared to explain how they will access the relevant skills they may be missing.

Capacity to organise all relevant logistics to effectively carry out the assignment.

Time Commitment

It is anticipated that the assignment will take approximately 30 working days to complete, with fieldwork in country as appropriate. It is expected that this will be spread across approximately 2.5 months, as dictated by stakeholder availability.

Ideally the fieldwork should take place between mid-February and mid-March, 2014.

The final evaluation report should be completed by March 31, 2014.

Deliverables

Two draft reports for feedback and comment.

Final evaluation report of publishable quality that details evidenced findings and documents the research processes, including a summary of key lessons that can be used to inform the project going forward.

Summary of narrative analysis in the form of 'contribution scores' for each of the targeted and unforeseen outcomes.

Written feedback on the Evaluator's experience of using the Process Tracing methodology.

Indicative Budget

The indicative budget for this evaluation is approximately £15,000 as an agreed price for the totality of the work, with the evaluation team expected to manage the number of days spent on the evaluation. Expenses associated with fieldwork in Russia, beyond those of the evaluation team, will be covered by Oxfam. Please note that this is not a hard budget, but is rather offered as an indication to inform expressions of interest and the development of quotations for undertaking this assignment.

Submitting an Expression of Interest

Oxfam invites bids from individuals with the experience and skills described above. Tenders must include:

- A cover letter of no more than two pages introducing the Evaluator and how the skills and competencies described above are met, with concrete examples as appropriate. Please also use this cover letter to indicate Evaluator's availability at critical periods.
- A one-page budget covering all major anticipated costs (Oxfam prefers to pay an agreed price for the totality of the work including the field trips, paid in phased instalments.)
- A CV detailing relevant skills and experience of no more than two pages, including contactable referees.
- One example of a relevant previous evaluation (one each for joint bids).

Tender should be sent to PPAT@oxfam.org.uk and received no later than 12 midnight GMT, January 19th, 2014

Short-listed candidates will be contacted on or before January 24th, 2014 and invited to interview the following week (January 27–31, 2014).

Intellectual Property

As per clause 9 of Oxfam's standard consultancy contract (see annex C) ownership and copyright of all data, drafts and final products will be the sole and exclusive property of Oxfam Great Britain.

APPENDIX 2: EVALUATION QUESTIONS, DATA ANALYSIS

The External Effectiveness Evaluation of the Oxfam in Russia office Project 'Advocacy and Campaigning on Climate Change in the Russian Federation' was conducted as an in-depth evaluation **using a participatory approach** whereby key stakeholders are kept informed and consulted throughout the evaluation process.

As specified in the Terms of Reference, the Evaluation had two general **objectives**:

- a. Assess how effective the project has been *at ensuring* climate change adaptation, resilience and food security feature prominently *on the policy agenda*, and *influencing the Russian Government to prioritise* policies that support sustainable smallholder agriculture.
- b. Assess how effectively the project has been working with government ministries to develop a food security strategy in the lead up to the G8 meeting that will be held in Sochi in June 2014.

The Evaluation was focused on the following set of **key questions**, which are based on the project outcomes:

- 1) Do internet community support climate change and food security via online events (sign ups) using platforms established by Oxfam: discussions, competitions, and online campaigns, such as signing electronic petitions?
- 2) Is there an established network of civic experts from advisory bodies, scientific institutions, and NGOs to promote climate change and food security issues among governments and public?
- 3) Are recommendations from Oxfam experts considered by:
 - a. G20 (Food Security Experts Group (Kiselev and Chernigov experts, Embassies of Troika);
 - b. G8;
 - c. Ministry of Agriculture.

The Evaluation assessed the project success with respect to the following **evaluation criteria**:

- I. The extent to which the outcomes have materialised which comprises the assessment of outcomes-based indicators.
- II. Whether there is evidence that the project contributed to these changes, which includes the review of outputs – outcomes pathways and drawing Salient Causal Stories
- III. The significance of the project's contribution (main achievements and failures) in light of other contributing factors which covers:
 - a. stakeholders' satisfaction upon products and services provided by the project; and
 - b. the critical factors leading to the success or failure of the project.
- IV. Processes affecting attainment of project results, which covers:
 - a. project preparation and readiness;

- b. implementation approach and management;
 - c. project finance; and
 - d. project monitoring and evaluation systems.
- V. Key lessons that have been identified from the review of the performance of the project.
- VI. Recommendations for further work leading from the evaluation: how will these be followed-up (ideas for an action plan detailing what has to be done, by when, by whom)?
- VII. Sustainability of the project which focuses on financial, socio-political, institutional or ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices.

APPENDIX 3: GLOSSARY OF TERMS

In addition to OECD DAC terminology³⁵ the following glossary of the terms was used in the evaluation of the project 'Review of Outcomes to Impacts Practitioner's Handbook,' Draft, June 2009.

Activity	The practical, timebound actions that the project carries out to deliver the desired project outputs
Assumption	The significant factors that, if present, are expected to contribute to the ultimate realisation of project impacts, but that are largely beyond the power of the project to influence or address
Global Environmental Benefit	Lasting improvements in the status of an aspect of the global environment that safeguards environmental functioning and integrity as well as benefiting human society
Impact	A fundamental and durable change in the condition of people and their environment brought about by the project
Impact driver	The significant factors that, if present, are expected to contribute to the ultimate realisation of project impacts and that are within the ability of the project to influence
Intermediate state	The transitional conditions between the project's outcomes and impacts that must be achieved in order to deliver the intended impacts
Logical framework	The basic planning and management framework for the project, which sets out information about the key components of the project – the activities, outputs, and outcomes - in a clear, concise and systematic way, thereby describing the logic by which the project will deliver its objectives
Outcomes-impacts pathways	The means-ends relationships between project outcomes and the intended impacts that describe the specific conditions or factors that are required in order to achieve impacts. Developing a clear understanding the outcomes-impacts pathways is at the core of the ROTI methodology
Output	The goods and services that the project must deliver in order to achieve the project outcomes. Outputs are within the direct control of the project to deliver
Outcome	The short to medium term behavioural or systemic effects that the project makes a contribution towards, and that are designed to help achieve the project's impacts
Strategy	The major types of intervention employed by a project in order to deliver the intended impacts
Theory of Change	A theory-based evaluation tool that maps out the logical sequence of means-ends linkages underlying a project and thereby makes explicit both the expected results of the project and the actions or strategies that will lead to the achievement of results

APPENDIX 4: DOCUMENTATION REVIEWED

There were two stages of documents review by the Evaluators: A. Before the field trip; and B. After the field trip. **A. Materials reviewed before the field trip**

Project components	Name of the file received	What the document is about
Activity Report	Russia_dig_camp_training_report07062012	Digital campaigning training for Russian-speaking bloggers
Activity Report	Open_Space_Altay_workshop_results_group_work	Groups' work report
Activity Report	CFS_Russ_CSO_repr_Novikov_report_Engl	Report on the attendance at 37th session of the Committee on World Food Security 16–20 October, Rome, Italy
Activity Report	Analytical Report, National Climate School	National Interactive Climate School for Youth Activists Analytical report 14 – 15 October, 2009
Case study	RUSSIA case study for Rio	RIO+20 RUSSIA CASE STUDY
Event agenda	AnnexVII_Perm region_Clim Knowl Day_agenda	Event 'День Климатических знаний г.Чусовой, Пермский край 26 декабря 2009 г.'
Event agenda	AnnexIII_Siberian Clim School_agenda	Программа Сибирской климатической школы 28–29 ноября, г. Томск
Event agenda	AnnexII_Astrakhan_Clim Hearings	Программа «День общественных консультаций по проблемам изменения климата» 18 ноября 2009 г.
Guidelines	moderators guidelines	Guidance 'ДЕНЬ ОБЩЕСТВЕННЫХ КОНСУЛЬТАЦИЙ ПО ИЗМЕНЕНИЮ КЛИМАТА'
Guidelines	Clim hearings_manual	Manual for hearings 'Описание методики проведения климатических слушаний для проведения в регионах РФ'
Guidelines	Clim hearings_agenda_example	Agenda Всемирный День общественных консультаций по изменению климата 26 сентября 2009 г.
Guidelines	spreadsheets_voices	Guidance for moderators 'Комментарии для модераторов'
Hearings agenda	AnnexVI_National Clim Hearings_agenda	Program 'Moscow Climate Hearings' 28 November 2009,

List of participants	AnnexIV_Sib Clim School_list of parts	Участники Сибирской климатической школы 28–29 ноября 2009 г., г. Томск
List of participants	AnnexI_Astrakhan_Southern Climate School	The list of participants СПИСКИ УЧАСТНИКОВ ОКРУЖНОЙ КЛИМАТИЧЕСКОЙ ШКОЛЫ ПО ЮФО г. Астрахань, 08 – 11 ноября 2009 г.
Photos	clcr.ru_report_July–Oct09_Part2	Pictures only
Press-release	Global_Climate_Action_Week_Russia	Press-release of the Global Climate Action Week 10 to 17 October
Press-release	Invitation	Press-release 'Всемирный День общественных консультаций по изменению климата пройдет 26 сентября...'
Press-release	AnnexV_National Clim Hearings_press release	Press-release 'Moscow Climate Hearings' 28 November 2009
Project description	Annex A_Danish Emb	Danish climate control project description
Project description	Annex A_Climate_Control_Oxfam_proposal_youth	Oxfam climate control project description
Project description	RUSA34_Project Description in OPAL	Full project description in OPAL
Project description	RUSA34_Project Summary	Project Summary 08/05/2009 to 31/03/2014
Project description	RUSA34 Full Description_RUSA34v1	RUSA34 Russia in the World project
Project Report	19122012prog_report_Oxfam	Quarterly Project Progress Report from Implementer to Post 10/12–12/12
Project Report	2012 October 6m updates_EJ_Russia	6 MONTHLY UPDATES AGAINST CORPORATE OBJECTIVES 2012–13 28 September 2012
Project Report	GROW Quarterly Reporting Apr–June_Russia 2012	GROW Campaign Quarter 1 Monitoring Report: April–June 2012
Project Report	GROW Quarterly Reporting July–Sept_Russia 2012	GROW Campaign Quarter 1 Monitoring Report: July–Sept 2012
Project Report	GROW Quarterly Reporting_Jan–March 2012_Russia	GROW Campaign Quarter 1 Monitoring Report: Jan–March 2012
Project Report	GROW Quarterly Reporting_Oct 2012 – March 2013_Russia	GROW Campaign Quarter 1 Monitoring Report:_Oct 2012–March 2013_Russia

Project Report	Quarterly campaign evaluation_YYadded	GROW Campaign Quarterly Monitoring Report July–September 2011
Project report template		Project closure format 1
Publication	Human_cost_report_Russia	Publication 'Управление климатом по столичному'
Publication	Annex1_backgrinfo	World Wide Views 2009
Questionnaire	questions_part-s_moderator	Questionnaire for 'Вопросы для граждан, участвующих в проекте WWViews'
Questionnaire	questions_part-s	Questionnaire 'Вопросы для граждан, участвующих в проекте WWViews'
Report	GROW MEL Reporting Template – Apr to Sept 2013_DU	GROW Campaign Monitoring Report: April–Sept 2013
Report	clcr.ru_report_July-Oct09_Part1	Report on development and launch of Clcr.ru climate campaign (July–September 2009)
Report	website_report_ENG	Report on development and launch of Clcr.ru climate campaign (July–September 2009)
Report	Reg Clim Events_Embassy of Denmark	Analytical report Climate Control Project Regional Climate Events 26 October–30 December 2009
Report	Narrative report_Novib_2009	CLIMATE CHANGE RUSSIA NARRATIVE REPORT 2009–2010 financial year
Report	Narrative report_Novib_2010-11	Oxfam in the Russian Federation Narrative report Climate Change Russia 2010–2011
Report Financial	Annual_output_report_calculations_form_CC_2009	Excel table
Report template	Quarterly_Reporting_EJ_launch_Russia	EJ Campaign Quarterly Monitoring Report Template: April–June 2011
Suggestions of experts to Civil G20	DevWG_concept final_ДУ	
Website statistics	CLICR_GROW_stats_JAN-MARCH2012_Russia	Website statistics January–March 2012
Website statistics	website_blogs_stats_april-september2013	Website statistics April–September 2013

B. Materials reviewed after the fieldtrip

Project components	Name of the file received	What the document about
Case study	RUSSIA case study for Rio	RUSSIA case study for Rio
Event	14062013_side event	Side-event of presentation of Brazilian Zero strategy on Civil 20
Event	Capacity Build Work_Altay_Sept2010	Cap building workshop in Altai
Event	Climate Change exhibition_2012	Climate change exhibition
Event	Global Action Week_Oct2010	Global Action Week, October 2010
Events	CC_Regional events_2009	Contracts, materials of the events and reports (Climate schools, hearings and other events) in 13 cities as Astrakhan, Barnaul, Bryansk, Chelyabinsk, Krasnodar, Moscow, Murmansk, Nizhniy Novgorod, Perm, Taganrog, Ulan-Ude, Volgograd, Yekaterinburg.
Oxfam policy recommendations		Suggestions from Oxfam to the Moscow Economic Forum on the development of the 'Road Map for the Development of Agriculture in Russia up to 2020'
Project proposal	FCO_13-14	Project proposal documents to Bilateral Projects Programme/FCO
Project proposal and documents	IWD_2011_GEF IWD_2012_GEF	Oxfam in the Russian Federation Proposal to the Gender Experimentation Fund and project reports
Project proposal and documents	RALF_2011	Project 'Key issues around Climate Change impact on food production in the Russian Federation'
Project proposal and documents	RALF_2012	Rural gender inequality final report
Project proposal and documents	RUSA34 FUNDING	Danish Embassy FCO Finnish Embassy Oxfam Novib
Project proposal and report	CC_food production_research	Research report on climate change and food security
Project Report to Donors	Report to Donors	National climate schools and capacity building workshop in Altai

Project reports	EJ quarterly reports	GROW Campaign quarterly reports
Research	Concept notes	<p>Project proposal to BRICSAM</p> <p>Farmers interviews and Safonov's analytical report</p> <p>Project proposal to Foreign and Commonwealth Strategic Programme Fund (FCO)</p> <p>Project proposal to the Rockefeller foundation</p>
Round table documents	Round table_RIAC_CC_food	Round table meeting on 15 November, 2012
ToRs	ToRs	TORs for the contracts with Oxfam experts

NOTES

- 1 RUSA34 Full Description_RUSA34v1
- 2 RUSA34_Project Description in OPAL
- 3 Quarterly_Reporting_EJ_launch_Russia_April-June 2011, GROW Quarterly evaluation_JULY-AUGUST-SEPT.2011, GROW Quarterly Reporting_Jan-March Russia 2012, GROW Quarterly Reporting Apr-June_Russia 2012, GROW Quarterly Reporting July-Sept_Russia 2012.
- 4 RUSA34 Project Summary.doc
- 5 Significant iteration between many of the processes is expected and, indeed, desired.
- 6 <http://www.oecd.org/dac/evaluation/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm>
- 7 http://www.thegef.org/gef/sites/thegef.org/files/documents/M2_ROtI%20Handbook.pdf
- 8 'Glossary of Key Terms in Evaluation and Results Based Management
<http://www.oecd.org/development/peer-reviews/2754804.pdf>
- 9 [http://www.calendow.org/uploadedFiles/Evaluation/Coffman%20Unique%20Methods%20\(presentation\).pdf](http://www.calendow.org/uploadedFiles/Evaluation/Coffman%20Unique%20Methods%20(presentation).pdf)
- 10 GROW Quarterly Reporting Apr-June_Russia 2012
- 11 GROW Quarterly Reporting Apr-June_Russia 2012
- 12 RUSA34 Full Project Description RUSA34v1.doc
- 13 Personal communication with the project team
- 14 RUSA34 Full Project Description RUSA34v1.doc
- 15 ibid
- 16 RUSA34 Project Summary.doc
- 17 RUSA34_Project Description in OPAL
- 18 <http://www.oecd.org/dac/evaluation/18074294.pdf>
- 19 RUSA34 Advocacy and campaigning on Climate Change in the Russian Federation. RUSA_34_Project summary.doc
- 20 <http://www.oecd.org/development/peer-reviews/2754804.pdf>
- 21 Oxfam GB Evaluation Guidelines <http://www.alnap.org/pool/files/ogb-evaluation-guidelines.pdf>
- 22 <http://www.ingoaccountabilitycharter.org/wpcms/wp-content/uploads/Oxfam-GB-Accountability-Global-Reporting-Initiative-Report-2012.pdf>
- 23 Yulia Yevtushok, personal communication
- 24 6 Month Updates Against Corporate Objectives 2012-13 RUSA 34 Report
- 25 <http://www.oecd.org/development/evaluation/1886527.pdf>
- 26 Bennett, A. 2010. Process Tracing and Casual Inference. In Brady, H. and D. Collier, Eds. Rethinking Social Inquiry. Rowman and Littlefield 2010 (second edition)
- 27 Miradi. Adaptive Management Software for Conservation Projects. <https://miradi.org/>
- 28 The Evaluators do not know this abbreviation.
- 29 http://www.ifad.org/evaluation/public_html/eksyst/doc/lle/lle.htm
- 30 Quarterly_Reporting_EJ_launch_Russia_April-June 2011, GROW Quarterly evaluation_JULY-AUGUST-SEPT.2011, GROW Quarterly Reporting_Jan-March Russia 2012, GROW Quarterly Reporting Apr-June_Russia 2012, GROW Quarterly Reporting July-Sept_Russia 2012.
- 31 http://growcampaign.clicr.ru/attach_files/file_public_142.pdf
- 32 http://growcampaign.clicr.ru/attach_files/file_public_320.pdf
http://grow.clicr.ru/attach_files/file_public_869.pdf
- 33 http://grow.clicr.ru/attach_files/file_public_1028.pdf /
http://growcampaign.clicr.ru/attach_files/file_public_326.pdf
- 34 http://growcampaign.clicr.ru/attach_files/file_public_330.pdf
- 35 'Glossary of Key Terms in Evaluation and Results Based Management
<http://www.oecd.org/development/peer-reviews/2754804.pdf>

Oxfam Effectiveness Reviews

For more information, or to comment on this report, email ppat@oxfam.org.uk

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Oxfam GB, Oxfam House, John Smith Drive, Cowley, Oxford, OX4 2JY, UK.

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