
**Oxfam's DFID
General PPA
Year Four
Annual Review**

**General PPA
Year Four
Annual Report**

January 2016





Oxfam GB PPA Annual Reports

Oxfam GB PPA Annual Reports are prepared for the programme funder, the U.K. Department for International Development (DFID). The reports are mainly intended as a report to the funder, they provide details of key aspects of Oxfam's development and humanitarian policy and practice work, share programme learning and highlight key achievements. They are made available on the Oxfam GB Policy and Practice website.

This paper was prepared by the Programme Funding Department of Oxfam GB and was submitted to DFID by Caroline Foster

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Annual Review - Summary Sheet

To note that this document is made up of two components – the General PPA Annual Review and the CHASE PPA Annual Review

Oxfam (General) PPA Annual Report for 2014/15		
Programme Value: £48,000,000 over 5 years	Review Date: 1 July 2015	
Programme Code: 202758	Start Date: 1 April 2011	End Date: 31 March 2016

Summary of Programme Performance

Year	2011/12	2012/13	2013/14	2014/15			
Programme Score	A+	A+	A+	A			
Risk Rating	Low	Low	Low	Medium			

Annual Review Process

This report is based on Oxfam’s self-assessment of progress and performance against the PPA log frame during this fourth year of PPA funding. DFID has reviewed Oxfam’s assessment and provided a DFID specific response within each section of the report. DFID’s responses are based on the narrative provided, known evidence and subsequent discussion with Oxfam. All recommendations have been agreed by both Oxfam and DFID.

Oxfam’s Summary of Progress:

<p>Oxfam reached 11.8 million people directly in 52 countries (11 million during 2013/2014)</p>	<p>Oxfam delivered lifesaving humanitarian responses in 39 emergencies reaching 8.1 million people.</p>	<p>Oxfam supported over 65,000 women to increase their ownership of land and assets</p>	<p>Oxfam worked with 560,000 people globally who took online actions in support of Oxfam’s campaigns</p>	<p>Oxfam made 1,191 grants to 775 partner organisations</p>	<p>Oxfam increased its programme spend from £268.9m in 2013/2014 to £298.4m in 2014/2015 (11% increase)</p>
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Oxfam has identified its overall interim outcome and output scoring as: **A** (please see **Section B** for further information)

Lessons Learnt:

During 2014/2015 Oxfam made significant progress and achieved or exceeded all but one of its interim outcome and output indicators. **Interim Outcome indicator 3.1: Systems in place to track use of Oxfam learning externally: Identification of learning considerations from Effectiveness Review** has scored a **B** due to a delay in the completion of the Effectiveness Review which evaluated the organisation’s primary system in place to track the use of learning externally, Oxfam’s Policy and Practice Website. Oxfam learnt that finding a consultancy firm with the expertise and experience necessary to carry out an effective review of the site was challenging. The additional time invested to find such a firm has meant that the site has been reviewed with the necessary competences in digital measurement to provide rich and useful learning for the organisation.

Additionally, 2014/2015 was the first year in which Oxfam attempted to gather a baseline to try and assess the organisations ability to **reach 10% of the affected population during serious humanitarian crises**. In doing so, Oxfam learnt that there are many challenges associated with counting beneficiary numbers and estimating ‘affected populations’ in humanitarian

contexts. Furthermore, whilst Oxfam aspires to reach 10% of people in need during an emergency and this standard has previously been used to report to the board as part of our large-scale emergencies, our ability to meet this aspiration very much depends on context and the types of emergency - therefore this measurement is not representational of the quality of Oxfam's interventions.

Summary of recommendations for the next year

- Following completion of Oxfam's Policy and Practice Effectiveness Review Oxfam will undertake plans to further develop the organisation's capabilities to track the use of Oxfam's learning externally during 2015/2016.
- Oxfam proposes to measure the organisation's reach as a percentage of the affected population during 2015/2016 rather than against its aspiration to meet 10%.

DFID Response:

Oxfam exceeded set page limits throughout the report despite clear guidance. To ensure fairness across the PPA cohort, feedback on Annual Reports has been based on evidence of results and not on the length of the report.

We welcome the progress that Oxfam has outlined in this section; particularly impressive is the figure of 11.8m people in 52 countries reached directly by Oxfam in 2014/15. It would have been good to see the link made clear here between PPA funding and what has been achieved, although this is explained further on in the report.

We are pleased to see that Oxfam has made significant progress in this reporting year, achieving or exceeding all but one of its interim outcome and output indicators. We note that interim outcome indicator 3.1 was not met due to a delay in completion of the Effectiveness Review which evaluated Oxfam's Policy and Practice Website. This delay being caused by difficulty in finding a consultancy firm with the expertise and experience necessary to carry out such a task.

DFID asks that Oxfam thoroughly proof reads reports before sending to DFID to ensure that it meets our expectations and avoids any misinterpretation by the reader.

A. Introduction and Context

Key PPA Highlights in Year 4

Continuing to strengthen Oxfam's management of the General PPA

Oxfam's General PPA is invested into the operational core of Oxfam's international programme work. General PPA funds are allocated to Oxfam's International Division 'unrestricted' budget and used to ensure a strong programme infrastructure (including key country, regional and global functions) as well as improve the quality, cost-effectiveness and evidence-base in Oxfam's development and humanitarian work. As part of this, the funding also supports the organisation's Global Performance Framework (GPF). The GPF attempts to provide robust evidence of the scope, scale and quality of Oxfam's impact. The results of the GPF are reported each year at outcome level to DFID under the PPA logframe.

In Year 3, in conversation with DFID, Oxfam designed an 'Enabling Environment for Programme Quality' (EEPQ) logframe to supplement the existing PPA logframe. The EEPQ logframe was designed to enable Oxfam to capture and report on **interim measures of improvement** in effectiveness, which in turn contribute to increased programme quality and Oxfam's ability to deliver on its GPF. The EEPQ identifies four principle aspects supporting an enabling environment:

- **Programme Quality & Organisational Learning** – The ability to support effective planning, monitoring, evaluation, accountability and learning systems, processes and products (PMEAL)
- **Responsive and Innovative Programming** – The capacity to innovate and respond to changing beneficiary needs in order to sustain and strengthen quality programming within changing and rapidly shifting operating environments
- **Learning in the Sector** – The ability to draw from and contribute to sectoral learning on what works in development and why
- **Supporting Programme Delivery** – The capacity to maintain efficient and effective institutional approaches, systems and processes to support programme delivery

Oxfam piloted the EEPQ 'nested logframe' in Year 3. For Year 4, it has been fully developed and is now embedded into the General PPA logframe. Structured under four principle areas supporting an enabling environment the PPA logframe focuses on a number of key interim outcomes and outputs:

At the interim *outcome level*, the logframe now measures the degree to which:

- Oxfam's work meets programme quality and accountability standards
- Oxfam's work meets quality standards for humanitarian programming and influencing
- systems are in place to track the use of Oxfam's learning externally
- an organisational approach is in place to support Value for Money in its work
- the organisation is leveraging appropriate levels of funding to support programme delivery

At the *output level*, the logframe now captures quantitative deliverables across areas such as:

- effective programme planning & MEAL
- learning made accessible for staff
- humanitarian reach
- innovation in programme approaches
- Oxfam's contribution to learning in the sector

Reporting results against the EEPQ logframe demonstrates Oxfam's efforts to overcome measurement challenges around the more hard-to-measure areas of organisational effectiveness, such as the uptake of learning (both internally and externally) and/or how to monitor and evidence the adoption and effectiveness of leveraging strategies in its programming. Overall, this approach represents an ambitious step forward, enabling Oxfam to evidence and learn how strategic flexible funding, like the PPA, actually contributes to programme effectiveness.

Investing in the PPA Learning Partnerships

Through participation in the different groups making up the Learning Partnership, Oxfam has been able to build strong relationships with other PPA agencies which has facilitated learning together on key thematic areas as well as broader collaboration across new and tricky themes which agencies wouldn't naturally collaborate without the PPA learning platform (for example the IELG's work on VfM and strategic funding).

During 2014/2015 Oxfam engaged with a number of the PPA Learning Partnerships, including:

- Institutional Effectiveness Group
 - Innovation
 - Value for Money
 - Partnership
 - M&E
- Resilience
 - Measuring Resilience (Oxfam is the chair)
 - Organisational Change
 - Working with complexity/in complex settings
- Hard to Measure Benefits (Oxfam is the co-chair)

Most notably, within the Institutional Effectiveness Group, Oxfam led initiatives and shared learning, such as presenting on how Oxfam is adapting itself to be fit for the future as well as instigating a paper '*Strategic funding beyond 2015: IELG suggestions on key characteristics of a future funding mechanism in the UK*' which was taken on by the IELG and served as the group's contribution to DFID's dialogue on how the UK Government should most effectively fund and work with civil society to achieve international development results in the post 2015 era. Oxfam also took the lead on initiating and leading the development of a document, '*How future DFID Strategic funding can foster innovation*' within the Innovation sub-group of the IELG. The document articulated the group's successes and lessons learned as agencies that have used PPA funding for innovation and was submitted to DFID as a contribution to the consultation process on future partnership with civil society.

Improving understanding of the value of the PPA to Oxfam

Throughout 2014/2015, and particularly in preparation for the 2014 PPA Evaluation in which Coffey were instructed by DFID to explore the hypothesis that "*The **unrestricted and flexible nature of PPA funding** enables organisations to develop their capacity and systems in ways that lead to measurably improved results and value for money*", Oxfam continued to invest in better understanding and defining the value of the PPA as a strategic part of the organisations ability to deliver on its mandate.

In developing this understanding, Oxfam strongly believes the PPA enables the organisation to **invest in and improve the organisation's 'enabling environment'** necessary to deliver the **best quality development outcomes for the people Oxfam works with**. One of the main benefits of PPA funds is that it is wholly unrestricted which **broadens the range of options**

available to Oxfam when making decisions. Access to unrestricted funds enables Oxfam a greater ability to:

- Respond rapidly to humanitarian emergencies;
- Programme in more challenging and risky contexts;
- Programme with greater potential to take risks and deliver innovation;
- Adapt and alter programmes based on context and learning;
- Prioritise certain areas of investment, like PMEAL and learning in the sector, funding, southern campaigning and partnerships;
- Plan and make investment decisions on a longer-term basis.

The PPA also enables Oxfam **to partner and engage strategically with DFID across the breadth of its work** by providing a basis from which Oxfam can connect with DFID at all levels and across all disciplines, both through the Learning Partnership and directly with DFID officials. The PPA thus provides **a platform for Oxfam's partnership with DFID and enables the organisation to start conversations and begin relationships across DFID** which might otherwise have been difficult to get traction on. Furthermore, having DFID officials in both ISD and CHASE specifically responsible for engaging with Oxfam, means that these departments have a more holistic understanding of Oxfam enabling better quality of engagement and representation within DFID. Having key DFID staff work directly on the PPA with Oxfam and be responsible for the relationship reaffirms this sense of partnership.

Without PPA funding, core aspects of Oxfam's programme (such as the Global Performance Framework - GPF, investment in institutional systems/processes like Helios, humanitarian standing capacity, commitment to working in fragile contexts, Policy and Practice) would have otherwise been:

- **Unfunded or subject to reduced investment;**
- **Implemented through multiple discrete projects with restricted funding and shorter timeframes resulting in reduced scope and scale of intended change;**
- **Adapted to be less flexible, risky and/or innovative**

This understanding of the value of the PPA was confirmed by Coffey's primary research on Oxfam for the PPA Fund-level Evaluation: *'The key additionality of the PPA is its flexibility, predictability and the long-term nature of the funding that allows Oxfam programmes to respond rapidly, make long-term investment decisions, take risks and adapt, in ways that do not fit conventional log-frames'*

DFID Response:

Thank you for providing a clear and concise explanation of how Oxfam invests and allocates General PPA funding.

We are pleased to learn of Oxfam's participation in the PPA Learning Partnership groups and the benefits of being able to work with the other PPA agencies on key thematic and other areas. We note the groups that Oxfam has engaged with and are pleased to see that Oxfam is the Chair/Co-Chair of two of these. We also note the work undertaken by Oxfam within the Institutional Effectiveness Group, and the example of how within the Innovation sub-group Oxfam initiated and led on the development of the paper, '*How future DFID Strategic funding can foster innovation*' and that this paper was submitted to DFID as a contribution to the consultation process on future partnership with civil society.

The information provided on 'improved understanding of the value of the PPA to Oxfam' is unnecessary. After 4 years DFID has a good understanding of Oxfam's work and approaches, therefore does not need to see descriptive information again.

B: PERFORMANCE AND CONCLUSIONS

Annual Outcome Assessment

Oxfam is on track to meet targets under all four of its Outcome Indicators by the end of the current PPA. As part of its Global Performance Framework (GPF), Oxfam undertook 12 Effectiveness Reviews on a random sample of projects contributing to the four outcomes in 2014/2015: Resilience, Livelihoods, Women's Empowerment and Good Governance. These included:

Outcome	Country	Project Title
Resilience	Chad	Increasing adaptive capacity and building resilience in Bahr el Gazal/Chad
Resilience	Bangkok	Development and Scale up of a CC CBA Model for Food Security in Thailand
Resilience	Nicaragua	Climate Change Adaptation of 120 small producers families in Nicaragua
Women's Empowerment	Islamabad	Empowering Small Producers especially Women in the Dairy Sector_EDP_Pakistan
Women's Empowerment	Lebanon	Women's Access to Justice in the Middle East and North African (MENA) Region
Women's Empowerment	Uganda	Piloting Gender Sensitive Livelihoods in Karamoja
Livelihoods	Ethiopia	Linking Smallholders in to Sustainable Value Chains in Ethiopia
Livelihoods	Davao City	Scaling Up Sustainable Livelihoods in Mindanao
Livelihoods	Somalia	Community Driven Livelihood and Food Security Initiatives (CLFSI)
Good Governance	Afghanistan	NSPin Existing Districts (Miramour,Shahristan,Nili,Ashterly and Sangtakhat)
Good Governance	Bangladesh	Diversity and Indigenous Peoples Leadership Project
Good Governance	Global	Policy & Practice website

A further 12 projects have been randomly sampled for effectiveness Reviews in 2015/2016. While subject to change (as a result of initial evaluability assessments) these will include:

Outcome	Country	Project Title
Resilience	Bolivia	Food security and climate change resilience in Beni- Camellones
Resilience	Nepal	Disaster Risk Management and Humanitarian Preparedness Project
Resilience	Ethiopia	Reconstruction Project
Women's Empowerment	Colombia	Women's Economic Empowerment and Care in Colombia (WE-Care)
Women's Empowerment	Mali	Girls CAN- Promoting Secondary Education for Girls in Mali
Women's Empowerment	South Africa	Raising Her Voice
Livelihoods	Afghanistan	Improved Food Security for Poor and Vulnerable Households in Badakhshan Province
Livelihoods	Tanzania	Ngorongoro Pastoral Livelihoods
Livelihoods	Somalia	Drought Crisis Response
Good Governance	Myanmar	Building resilient livelihoods in the Dry Zone
Good Governance	Pakistan	Food Justice in a Resource-Constrained World_Pakistan
Good Governance	Tajikistan	Tajikistan GROW- Policy and Advocacy Project

Performance on Resilience

The Effectiveness Reviews have shown evidence of positive results on building resilience from across all the projects sampled this year. With four years of effectiveness reviews completed, Oxfam is clearly noting an apparent regional variation in impact. For instance, projects in South Asia are consistently found to have had particularly positive impacts on characteristics of resilience. Overall, Oxfam's data sets are supporting efforts to build stronger empirical evidence of what factors consistently contribute to resilience, to what types of shocks and in what contexts, and the organisation is working with other actors in the sector to assess the relationship between characteristics measured by the effectiveness reviews and the impact of increased resilience in these dimensions in the face of shocks.

Performance on Women's Empowerment

The Effectiveness Reviews show strong evidence of progress in the achievement of community level outcomes for women, such as increased participation, access to community level support, increased engagement in income generating activities, and increased savings and access to credit. This has not clearly translated into changes in women's position in household decision-making, and evaluations of Oxfam's women's empowerment work continue to show that changes in household-decision making and control over assets and resources remain more difficult to influence than women's ability to influence affairs at the community level.

Performance on Livelihoods

The Effectiveness Reviews show overall positive impact on livelihoods and that Oxfam is working to drive up programme quality and impact in this area - from multi-country programmes, such as the Mobile Nutrition and Sustainable Agriculture Programme or the Gendered Enterprises and Markets (GEM) initiative; research into approaches bring used to shift vulnerable to viable livelihoods; evaluations including the effectiveness reviews; and from ongoing developments in the sector. For example, the organisation is at the forefront of promoting inclusive market systems approaches, ensuring programme design in this area involves both market and non-market interventions to ensure women living in poverty are able to gain decent employment or to become effective producers.

Performance on Good Governance

The Effectiveness Reviews are generating strong evidence of Oxfam's impact across the range of initiatives working to strengthen governance – including those working to support citizen voice and engagement, through to advocacy and campaign efforts where Oxfam is working with civil society to influence pro-poor policy change. Over the past four years, Oxfam has seen some notable results, from the Universal Health Care Campaign in Ghana, which successfully raised awareness of the weaknesses of the existing health insurance scheme as a modality for financing free universal health care, and contributed to the government lowering the official coverage figures from 67% to 34%; to our work with partners in Bolivia, where we strengthened leadership and capacity of women succeeded in mainstreaming gender in the Departmental Statute of Autonomy; to South Africa where wording from at least one of Oxfam's submissions was used in the published version of the National Climate Change Response White Paper. However, Effectiveness Reviews have also highlighted that in many countries Oxfam is experiencing a shrinking space for civil society to operate freely.

Global Output Reporting – Capturing the scale and breadth of Oxfam's programmes

While Oxfam's Global Output Indicators are no longer included in the PPA logframe as distinct output indicators, the organisation is committed to providing global output figures (disaggregated by gender where possible) across all projects in our outcome indicators reporting. They help to communicate the breadth and scale of Oxfam's programme portfolio. In 2014/15, 11.8 million people, 55% of them women, were reached directly by Oxfam interventions in 52 countries – up from 11m in 2013/14. This is the fifth year that Oxfam has been collating these figures. As the organisation gains experience in how to estimate its reach Oxfam is becoming increasingly confident in the quality of this data. However as direct beneficiary numbers these figures do not include the millions that Oxfam benefits indirectly through its work, including: influencing policy change or implementation, supporting the uptake and application of research, or capacity building with development actors. There are also those people who benefit indirectly from the organisation's engagement with direct beneficiaries (e.g. a project that benefits fisher folk, but also benefits indirectly fish processors), and for these alone, Oxfam estimates that in 2014/2015 the organisation reached an additional 3.2 million people indirectly just at the local level - where more reliable data exists.

Table 1

	2014/2015	% Women
11.8 Million People reached directly in 52 countries	11,800,000	55%
1191 grants to 775 partner organisations worldwide	1191/775	
Number of solicited contacts with influential decision makers regarding campaigning issues.	6,000	
Number of offline actions taken by people in support of campaign or advocacy issues.	140,000	
Number of online actions taken by people in support of campaign or advocacy issues.	560,000	
Number of known media pieces featuring Oxfam's activities.	12,000	
Number of Oxfam-led high-profile campaign and advocacy events.	3,100	
Livelihoods		
People benefiting from innovative responses to climate change.	100,000	51%
People benefiting from support to improve their crops, their goods or their services.	500,000	58%
Number of producers who can now negotiate better prices for their goods in more markets.	250,000	
Number of rural and urban small enterprises benefiting from Oxfam support.	3,650	
Saving Lives now and in the Future		
People provided with improved access to clean water.	4,100,000	54%
People benefiting from improved sanitation facilities, greatly reducing the spread of disease	1,250,000	
People reached by health promotion activities.	3,150,000	
People benefiting from the distribution of food, cash or vouchers, enabling them to survive a crisis.	1,900,000	
Active Citizens		
People who have received information, training or regular updates about their rights as a citizen.	700,000	56%
People receiving direct support from Oxfam enabling them to engage directly with local government.	110,000	
People receiving support enabling them to engage directly with non-state actors such as private sector	85,000	
Number of active participants in national and international campaigns to lobby for specific goals.	310,000	
Advancing Gender Justice		
Number of women who have increased their ownership of land and assets thanks to Oxfam support.	65,000	
Women who have increased their business influence and their positions within their communities.	150,000	
Number of women who have been made aware of, and able to stand up for, their rights.	320,000	
Number of women and men now aware of actions they can take against gender-based violence.	270,000	

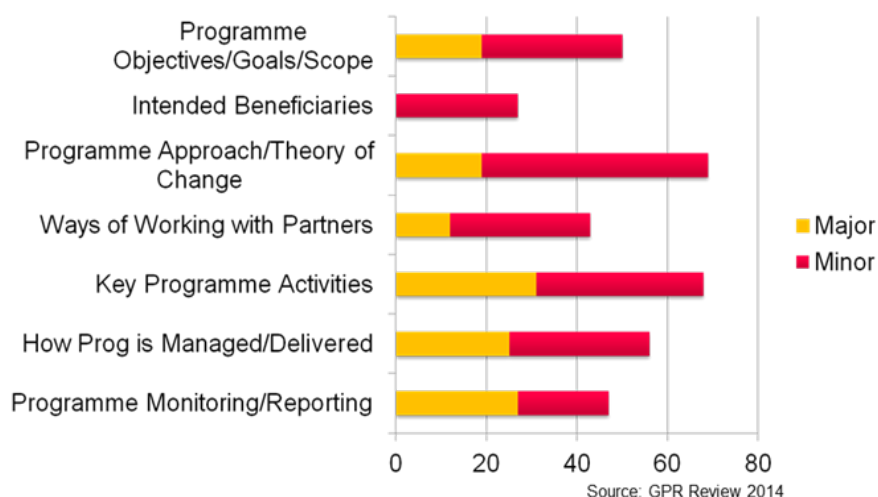
Review of the Global Performance Framework

In 2014/2015, Oxfam undertook an independent review of its Global Performance Framework (GPF) to consider programme performance and learning to date, and to reflect on how well the framework itself was delivering against its objectives.

Overall, the review found that in the three years since they were introduced, Oxfam's Effectiveness Reviews have played a powerful role in showing how higher quality evaluations can be carried out at reasonable cost using a variety of respected methodologies appropriate to the work. The review confirmed that the GPF is serving an important accountability function, and is supporting learning, both for individual projects teams and at an organisational level. The publication of Effectiveness Reviews has helped to strengthen Oxfam's reputation in the sector for rigorous and open evaluation of its work, and played an important role in demonstrating progress.

The review also confirmed that Effectiveness Reviews are a useful source of information for global and regional advisers contributing to improving their advice to programmes. More directly, in a survey of country offices that have participated in Effectiveness Reviews, 80% felt that they had been useful or very useful in identifying learning to improve the effectiveness of the programme, and a majority of programmes are using findings from effectiveness reviews to make major changes to strengthen programme design, adjust strategies and improve management and implementation processes.

**CHANGES MADE FOLLOWING EFFECTIVENESS REVIEWS -
% identifying changes in each category**



In addition to creating learning on the organisation's programmes, the process of developing, testing and refining the measurement approaches is supporting Oxfam to not only strengthen its evidence base but to be sharper and stronger with its analysis and has contributed to the development of more comprehensive and thorough theories of change. In 2014/2015, lessons from the effectiveness reviews contributed to the development of global theories of change for use in Oxfam's resilience and governance programmes respectively.

Overall output score and description

In agreement with DFID, Oxfam will be scoring each individual interim outcome by aggregating the interim outcome score and associated outputs to give an overall score. Furthermore, Oxfam will use the following approach as a guideline for grading its interim outcomes:

Description	Scale	Oxfam Rationale
Outputs substantially exceeded expectation	A++	equal to or more than 20% above target
Outputs moderately exceeded expectation	A+	more than 10% above target but less than 20% above target
Outputs met expectation	A	variation +/- 10% of target
Outputs moderately did not meet expectation	B	more than 10% below target but less than 20% below target
Outputs substantially did not meet expectation	C	equal to or more than 20% below target

Based on the above, Oxfam has scored itself in the following ways under each of its Interim Outcome areas:

Interim Outcome 1 – Programme Quality & Organisational Learning – The ability to support effective planning, monitoring, evaluation, accountability and learning systems, processes and products (PMEAL): **A++**

Oxfam exceeded overall targets for both interim outcome indicators (**102%/A & 133.5%/A++**) and one output indicator (**150%/A++**). A rating of **95%** was reached for output indicator 1.3 giving a scoring of **A**.

Interim Outcome 2 – Responsive and Innovative Programming – The capacity to innovate and respond to changing beneficiary needs in order to sustain and strengthen quality programming within changing and rapidly shifting operating environments: **A**

Oxfam met both its targets for interim outcome indicator (**100%/A**) and output indicator (**92%/A**)

Interim Outcome 3 – Learning in the Sector – The ability to draw from and contribute to sectoral learning on what works in development and why: **A**

Oxfam moderately did not meet its expectation for this interim outcome indicator (**89%/B**) however both output indicators were exceeded (**129%/A++ & 108.5%/A**)

Interim Outcome 4 – Supporting Programme Delivery – The capacity to maintain efficient and effective institutional approaches, systems and processes to support programme delivery: **A**

Oxfam met both its value for money outcome indicator (**73%/A**) & exceeded its funding leverage outcome indicator (**105%/A**).

Based on scoring for each interim outcome detailed above Oxfam has identified its overall interim outcome and output scoring as: A

Key lessons

Resilience is an emerging and very complex area of programming. In light of lessons learnt through programme practice and evaluations, including for example, the regional variation of impact on the characteristics of resilience highlighted from the Effectiveness Reviews, Oxfam is working to develop and test a global theory of change which considers how integrating processes to facilitate new social configurations in existing programmes can build adaptive, absorptive and transformative capacities in order to support individuals and communities in the face of growing shocks.

Women's Empowerment: Women's economic empowerment (as well as power analysis) continues to be recognized as Oxfam's key strength and contribution to markets and livelihoods development. Despite strong evidence of progress in the achievement of community level outcomes for women, changes in household-decision making and control over assets and resources remain more difficult to influence than women's ability to influence affairs at the community level.

Livelihoods: Oxfam's investment in organisational learning on programme approaches to our work on livelihoods is working to drive up programme quality and impact in this area. However, although Oxfam has found increases in farm yields, sales, and even profits, these achievements do not typically translate in strong improvements in household income. While there can be multiple reasons for this (e.g. improved income outcomes are not yet apparent at time of evaluation; external factors, such as weather and economic conditions, are more important) Oxfam is not the only agency struggling with this, more efforts are being made to understand the reasons for this missing link.

Governance: Effectiveness reviews have highlighted that in many countries Oxfam is facing a shrinking space for civil society to operate freely. Individual programmes have adapted to these challenges through risk assessment and management, and organisationally Oxfam is exploring and debating what we can do to help prevent or mitigate this closure of civil society space. Beyond this, the organisation has drawn on learning from programme practice and evaluations to develop a conceptual framework to enable greater coherence in programme strategies and comparability of our work in this civil society space.

Key actions

- Complete Effectiveness Reviews.
- Learning and analysis to take place for final PPA 2015/16 report and evaluation of the PPA funding.

Has the logframe been updated since the last review?

During 2014/2015, Oxfam reviewed the results and learning from across the first three years of the PPA and, taking into consideration Oxfam's organisational strategic review and other planning processes happening at the time, undertook a number of changes to the PPA extension logframe in agreement with DFID in order to make it more relevant and better highlight the impact of the DFID PPA funding:

- **Making 'outcome indicators' more relevant to Oxfam's programme:** In light of findings and recommendations from the Global Performance Framework Review (GPF) and to ensure the GPF's continued alignment with programme goals under the new Oxfam Strategic Plan 2013-2019, Oxfam revised the PPA logframe's GPF outcomes and indicators (and assumptions) to ensure these better reflect the organisation's strategic direction. Changes included reframing the Humanitarian indicator as an interim outcome, to better reflect that these reviews consider the quality rather than impact of Oxfam's humanitarian responses, and bringing what was the Citizen Voice and Policy Influence indicators together under a single 'Good Governance' indicator. A decision was also taken to reduce the number of effectiveness reviews under each outcome area from 4/year to 3/year, in order to enable investment in more mixed methods approaches capable of answering not only the 'what', but also the 'why', for the large 'n' reviews.
- **Better tracking of the impact of PPA funding on organisational effectiveness:** In 2013/2014, Oxfam piloted a nested logframe in the overall PPA logframe which included strands of work that bridge the divide between outputs and outcomes, and communicate progress on organisational strategies that contribute to an enabling environment for programme quality. In the extension logframe, based on both learning from the pilot and from feedback from DFID, Oxfam has integrated this nested logframe into the main PPA logframe, and introduced 4 interim outcomes:
 - **Interim Outcome 1: Programme Quality & Organisational Learning** – The ability to support effective planning, monitoring, evaluation, accountability and learning systems, processes and products (PMEAL)
 - **Interim Outcome 2: Responsive and Innovative Programming** – The capacity to innovate and respond to changing beneficiary needs in order to sustain and strengthen quality programming within changing and rapidly shifting operating environments
 - **Interim Outcome 3: Learning in the Sector** – The ability to draw from and contribute to sectoral learning on what works in development and why
 - **Interim Outcome 4: Supporting Programme Delivery** – The capacity to maintain efficient and effective institutional approaches, systems and processes to support programme delivery
- **Developing more relevant output indicators:** In conversation with DfID, it was agreed that Oxfam's Global Output Indicators should not be included as distinct output indicators in the PPA logframe as they are primarily collected by the organisation to understand and communicate the breadth and scale of Oxfam's programme portfolio, and are not tied to strategies for improvement or progress. Instead, Oxfam has identified a number of key outputs and output indicators related to progressing the interim outcomes. Nevertheless, Oxfam will continue to include global output figures across all projects in its reporting on outcome indicators to provide a sense of Oxfam's breadth and scale.

This new approach will enable the organisation to report on progress as a result of investment of PPA funding and begin to test the assumption that investment in programme quality leads to improved programme impact

DFID Response:

We are pleased to learn that Oxfam is on track to meet the targets under all four of its Outcome Indicators by March 2016.

Although useful to see the list of projects chosen to undergo Effectiveness Reviews in 2014/15, there was no need for the table showing those included for next year, as we assume these will form part of next year's reporting.

It is good to see that the Effectiveness Reviews have shown positive evidence across all four outcomes; Resilience, Livelihoods, Woman's Empowerment and Good Governance in this reporting year. We were interested to learn that in regard to Resilience, Oxfam has noticed a regional variation in impact. It would have been helpful if Oxfam had expanded on the example of projects in South Africa having had particularly positive impacts on characteristics of resilience; why South Africa and what learning has been taken from this?

Thank you for the information provided on the review of the GPF. We note that the review confirmed that the GPF is serving an important accountability function, and is supporting learning, both for individual projects teams and at an organisational level. We also note that 80% of country offices that have participated in Effectiveness Reviews felt that they had been useful or very useful in identifying learning to improve the effectiveness of the programme. Whilst it is good to see all of the positive effects of the GPF it would have been useful to see the flip side; i.e. what are the challenges associated with the GPF and how does Oxfam react to and learn from these challenges.

The overall 2014/15 Annual Report score of 'A' reflects Oxfam's sound progress in the first year of the extension.

Section C: Interim Outcome & Output scoring

Output Title	Programme Quality & Organisational Learning The ability to support effective planning, monitoring, evaluation, accountability and learning systems, processes and products (PMEAL), as evidenced by: Interim Outcomes: <ul style="list-style-type: none">• Degree to which programme implementation plans (PIPs) meet PIP Quality
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	<p>Standards</p> <ul style="list-style-type: none"> Degree to which sampled projects meet Oxfam's Programme Standards for Accountability a) to partners; b) to communities <p>Outputs:</p> <ul style="list-style-type: none"> Oxfam programme planning reflects Oxfam Evaluation policy of including 5% MEAL costs in project budgets. Oxfam synthesizes its learning from evaluations across thematic outcome areas and makes results available to programme staff. Oxfam's Common Approach to MEAL and Social Accountability (CAMSA) incorporated into programming 		
Output number per LF	1	Output Score	A+
Risk:	Medium	Impact weighting (%):	25%
Risk revised since last AR?	No	Impact weighting % revised since last AR?	No

Programme Quality & Organisational Learning

Indicator(s) Interim Outcomes	Milestone (March 15)	Progress
1a Programme Quality: Degree to which programme implementation plans (PIPs) meet PIP Quality Standards	48%	49% Rating: 102% Exceeded: A.
1b Accountability and Partnership: Degree to which sampled projects meet Oxfam's Programme Standards for Accountability a) to partners; b) to communities	a) 71% b) 52%	a) 100% (140% of target) b) 66% (127% of target) Rating: 133.5% Exceeded: A++
Indicator (s) Outputs	Baseline	Progress
1.1 % of contracts awarded include 5% MEAL costs in programme budgets	66%	N/A
1.2 Thematic syntheses of evaluation results accessible	Milestone (March 15)	Progress
	4 syntheses available	A Sense Making Exercise for each of Oxfam's thematic change goals was conducted in 2014/15, which drew on over 120 evaluations, including Oxfam GB's effectiveness reviews. This has been widely disseminated internally and externally. Rating: Exceeded (6 syntheses) 150%: A++
1.3 Progress of CAMSA roll-out across Oxfam regions	Milestone (March 15)	Progress
	CAMSA training of trainers in all regions	Slightly behind schedule, but on track. Last regional workshop completed at the end of May 2015 Rating: 95% (value judgement that this is less than 10% variance): A.

For Interim Outcome 1, Oxfam has provided an overall score for the interim outcome (**A++**) by aggregating the individual scores for the interim outcome indicators and outputs, weighting the score for the interim outcome at 50% and the two output indicators at 25% each.

A. Key Points and Recommendations

Interim Outcomes

Under this aspect, Oxfam assesses both the degree to which the organisation meets its own Programme Standards as well as looks at its accountability to partners and communities. In 2014/2015, Oxfam exceeded the overall targets for both interim outcome indicators.

Interim Outcome Indicator 1a – Degree to which the organisation meets its own Programme Standards: The overall score for the degree to which programme implementation plans (PIPs) meet PIP Quality Standards was **49%** (an increase on last year's score of 47%). Most regions have maintained a consistency in their scores and of the 55 PIPs reviewed, only nine failed to meet the benchmark. This year's PIP Quality Review also considered variation between high-value PIPs and low-value PIPs, comparing scores for the five lowest value and five highest value PIPs. The lowest value PIPs are a very mixed field, with much more variance than high value PIPs – including two of 80% and above. In contrast, there is less of a spread among the high-value PIPs – and they all exceed the benchmark for PIP quality. This confirms our assumption that organisational effort is concentrated on programme design for higher value programmes. The review also found that variation was most likely to occur at the level of the individuals designing the PIP, indicating the need for investment in more consistent and rigorous sign off processes and suggested that it would be worth investment in a mechanism to hold PIP Mangers accountable for following up on authoriser's comments.

Interim Outcome Indicator 1b – Degree to which sampled projects meet Oxfam's Programme Standards for Accountability a) to partners; b) to communities: The scores for the degree to which Oxfam projects met Programme Standards for accountability to partners and to communities was **100%** and **66%** respectively. This year the Accountability Review methodology was changed to encourage those carrying out the reviews to bring participants voices to the fore. Overall, the results demonstrate that progress is being made on the issue of accountability. Whilst it is unlikely that all Oxfam relationships with partners are operating as well as the sampled projects, this year's process has been useful in better understanding what is happening when Oxfam partnerships are functioning in an accountable fashion. This learning will be condensed and shared during 2015/16. With respect to accountability to communities, a significant improvement on last year was that all sampled projects had strong functioning feedback mechanisms. On the whole, both partners and communities expressed their satisfaction with how feedback and complaints were dealt with.

It is believed that one key factor explaining why accountability to communities is lagging behind that to Oxfam's partners is because the organisation's guidance on how to be a good partner (The Good Partnership Conversation) has to date not focused on the need to discuss who is responsible for being accountable to communities and, practically, how this will be done to meet Oxfam's standards. This gap will be addressed in 2015/16 as a revision of Oxfam's mandatory procedures on partnership is being produced.

When looking at the results according to each accountability dimension Oxfam and partners still score lowest on transparency and best on participation. Oxfam's understanding of accountability is that transparency is foundational and therefore increasing transparency on all aspects of the project cycle and project management will be a key focus for 2015/16. The work on increasing transparency in 2015/16 at the programme level will build upon the wider work on transparency that the organisation undertook in 2014/15, which included:

- Embedding the responsibilities associated with being a founding signatory to the International NGO Accountability Charter with the publication of Oxfam GB's Annual Accountability Reports and, for the first time, the publication of an Oxfam Confederation-wide Accountability Report.
- Publishing information to IATI every quarter, including partner expenditure for DFID-funded work, donor expenditure (except where explicitly excluded) and some contract documentation. This also included putting in place a process to assess how to meet the newly-published DFID guidance on minimum standards for IATI publication, including the extent to which (for reasons of both quality and security) Oxfam is able to upload more contract documentation.
- Developing a common Stakeholder Engagement Policy for all Oxfam affiliates, which maps out and provides guidance for approaches to engaging stakeholders. Conducting and publishing a Partnership Survey to scrutinise the health of our partner relations, and preparing an Action Plan for how to respond to the findings of that survey.
- Continuing to publish Oxfam's Effectiveness Reviews and Global Output Report data to provide evidence of the results and effectiveness of our programmes. As well as to share the learning (positive and negative) from Oxfam programme work with other INGOs and in the sector (e.g. through our membership and attendance at groups such as HAP, DFID Peer Learning, UN IASC Groups) and on our Policy & Practice website.

Outputs

Under this aspect, Oxfam assesses the level of appropriate financial investment into MEAL activities, the accessibility and relevance of programme evaluations for staff, and the effective delivery of training to improve MEAL practices.

Output Indicator 1.1 - Percentage of contracts awarded include 5% MEAL costs in programme budgets [BASELINE SETTING IN 2014/15]: For Oxfam, evaluation is the systematic assessment of the design, implementation and results of development, humanitarian and campaign interventions (projects, programs, and advocacy initiatives) that considers their relevance, effectiveness, efficiency, impact and sustainability. The purpose of Oxfam's Evaluation policy is to support strong and innovative evaluation practice across the confederation. Oxfam's Policy on Programme Evaluation reflects its "overall commitment to invest a minimum five per cent (5%) of its program budgets to monitoring, evaluation, and learning by the end of the Oxfam Strategic Plan 2013-2019". For the purposes of measuring this indicator, given that in excess of 500 contracts are awarded annually, Oxfam will initially assess only those contracts with a value of over £1m. During 2014/2015 a baseline of 66% has been established of which Oxfam will report against during 2015/2016 in addition to a target setting of 90%. A key action arising for 2015/16 is to ensure that the Evaluation Policy is widely publicised within the organisation to ensure that our target is met next year.

Output Indicator 1.2 – Oxfam synthesizes its learning from evaluations across thematic outcome areas and makes results available to programme staff: During 2014/2015, Oxfam conducted a Sense Making Exercise, synthesising the results of 127 evaluations undertaken for programmes under each of its six thematic change goals. The review served as both an accountability and learning exercise, enabling Oxfam to identify systemic strengths and weaknesses with its programmes, explore how the organisation's efforts to enable good programme design improves Oxfam's programming, and assess the quality of the organisation's evaluation capacity. From this review, 6 syntheses were produced, one for each of Oxfam's Change Goals. A clear recommendation that has emerged from this Sense Making Exercise is that Oxfam needs to improve evaluation use and uptake through better knowledge management

of evaluation results, beginning with facilitating internal access to all evaluations and proactive sharing of strong evaluations and/or programs. The evaluation syntheses resulting from this exercise were made available internally to staff through Oxfam's intranet site, and will be published in 2015/16 on Oxfam's website along with an overarching management response.

Output Indicator 1.3 - Progress of CAMSA roll-out across Oxfam regions: The Oxfam confederation has developed a Common Approach to MEAL and Social Accountability (CAMSA). CAMSA's purpose is to promote collaborative and effective, results-focused, MEL and accountability practices by:

- Establishing a clear and coherent approach for MEL and Social Accountability of Oxfam's work in countries, to support measurement, knowledge management and learning
- Making guidelines, tools and formats available for program staff to support planning and implementation of those requirements, and
- Developing a foundation for the 2013-19 Oxfam Strategic Plan enabling goals of enhanced program quality, monitoring, evaluation and learning, and strengthened accountability.

During 2014/15, **8 regional trainings** with CAMSA focal points from each country were held as a first step to disseminate and rollout CAMSA. All 8 workshops were completed by the end of May 2015. These workshops have involved relevant staff from all Oxfam country and regional programmes.

Furthermore, building on these workshops the initial priority of rolling out CAMSA is to support the delivery of the 'basic components' from a 'Minimum Requirements Approach' that will allow Oxfam to capture learning and harness evidence of change from multiple programmes and countries.

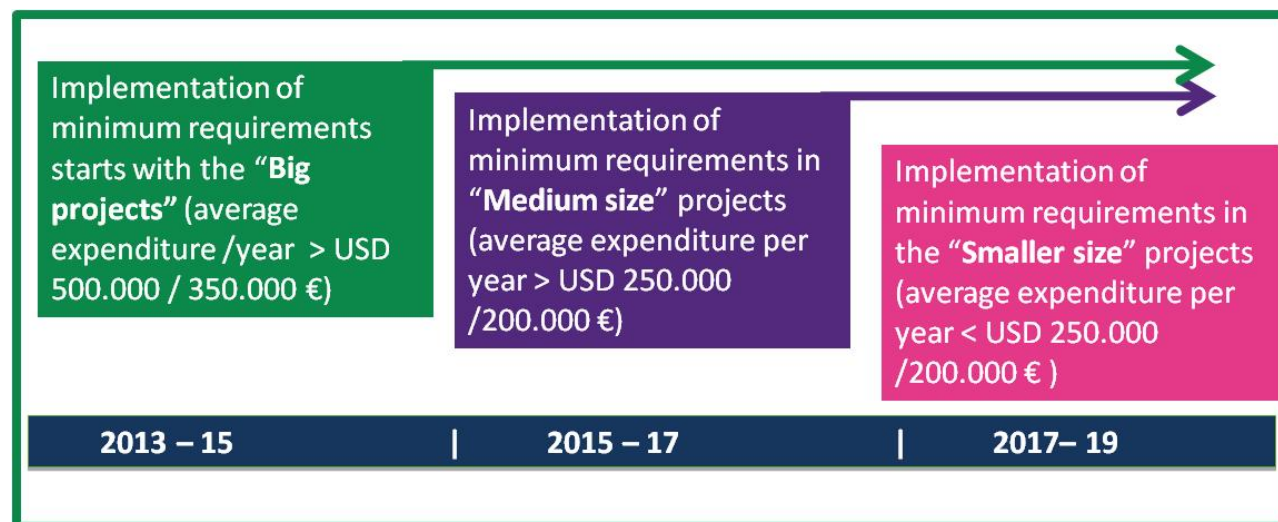
This minimum requirements approach focuses on establishing and managing existing MEL systems and Social Accountability practices. It is not about defining a one-single methodology for MEL and Social Accountability, rather it seeks to address existing gaps, bringing together different pieces from across the confederation and improving the coherence of MEL and Social Accountability as part of wider programme management processes. In the process of setting these minimum requirements, Oxfam has identified some 'basic principles' that should be embedded in MEL and Social Accountability practice; these principles include:

- MEL and Social Accountability are integral to our work and they are linked to effective management and evidence-based planning and decision-making
- The approach is adaptable and able to support the broad scale and nature of programmes and projects.
- It empowers people and partners we work with, as they are central to our change objectives and strategic stakeholders in our development theories of change.
- It improves the quality of what we and our partners do, supporting the development of capacities and skills;
- It enhances mutual accountability between the communities and partners with whom we work, ourselves and our donors, and
- It strengthens our credibility as an INGO working in humanitarian response and development.

Guidance to these principles, in addition to tools that support monitoring compliance with the minimum standards, was made available on an interactive platform during 2014/15 for staff in English, Spanish and French. The platform allows all Oxfam staff to be able to access the CAMSA Guidance with basic descriptions of requirements, the suggested guidelines, tools and formats and a basic glossary of key terms to ensure "common language.

In 2015/2016 programme teams will assess adherence to the CAMSA standards for each project and programme in country and based on this will elaborate a plan for the progressive implementation of CAMSA, with the goal of all interventions meeting all requirements by 2019. In implementing CAMSA countries will be supported by:

- a) Oxfam working groups and subgroups on particular issues (content, tools, change process)
- b) Regional focal points and peer support networks



DFID Response:

As agreed with DFID after the 2013/14 annual report, Oxfam has used a different approach for measuring outputs for the extension period; for each output Oxfam has reported against interim indicators and outputs. Scoring for each of the four individual outputs has been done by aggregating the interim outcome score and associated outputs to give an overall score.

DFID is pleased to note that Oxfam has exceeded the overall targets for both interim outcome indicators for output 1. The information provided on why Oxfam feel accountability to communities is lagging slightly behind partners is interesting, it is good to see that Oxfam will address this issue in 2015/16 when its mandatory procedures on partnership is revised. We also note that Oxfam will work on increasing transparency at programme level in the next reporting year building upon work already undertaken this year.

Oxfam has made sound progress against output indicator 1.2 with 6 syntheses made available; 2 more than the expected 4. However, we note that indicator 1.3 was not quite achieved as one of the workshops took place out-with the reporting year. This resulted in a variance of just over 12%; therefore, DFID has scored this indicator as a ‘B’.

Total aggregated score for output 1: **A+** - Outputs moderately exceeded expectation.

Responsive and Innovative Programming

Output Title	Responsive and Innovative Programming The capacity to innovate and respond to changing beneficiary needs in order to sustain and strengthen quality programming within changing and rapidly shifting operating environments Interim Outcome: <ul style="list-style-type: none"> Degree to which humanitarian responses meet recognised quality standards for humanitarian programming (e.g. Sphere guidelines) Degree to which programmes in key countries meet Oxfam's Minimum Standards for Influencing Outputs: <ul style="list-style-type: none"> Life sustaining and needs-based support provided to people from low income countries affected by serious humanitarian crises. Digital technology employed to enhance programming approaches 		
Output number per LF	2	Output Score	A
Risk:	Medium	Impact weighting (%):	25%
Risk revised since last AR?	No	Impact weighting % revised since last AR?	No

Indicator(s) Interim Outcomes	Milestones (March 2015)	Progress
2a Humanitarian Support: Degree to which humanitarian responses meet recognised quality standards for humanitarian programming (e.g. Sphere guidelines)	60%	62% Rating: 103%: A
2b Leverage through Influencing: Degree to which programmes in key countries meet Oxfam's Minimum Standards for Influencing	Baseline (March 2015) 59%	Progress N/A
Indicator (s) Outputs	Baseline (March 2015)	Progress
2.1 % of serious humanitarian crises where Oxfam is responding, where the organisation reached at least 10% of the affected population.	52%	N/A
2.2 Number of active (17) projects using enabling technologies to strengthen programme quality	Milestone (March 2015) 65	Progress 60 - Rating: 92%: A

For Interim Outcome 2 Oxfam has provided an overall score for the interim outcome (A) by aggregating the individual scores for the one interim outcome indicator and the one output indicator, weighting the score at 50% each.

Key Points and Recommendations

Interim Outcomes

Under this aspect, Oxfam assesses the degree to which both our humanitarian and influencing programmes meet quality standards. In 2014/2015, Oxfam met its overall target for the interim outcome indicator.

Interim Outcome Indicator 2a – Degree to which humanitarian responses meet recognised quality standards for humanitarian programming (e.g. Sphere guidelines): In order to measure the degree to which Oxfam’s humanitarian responses meet recognised quality standards, Oxfam carried out a Humanitarian Indicator Tool (HIT) assessment against three of its response programmes during 2014/2015: the Philippines typhoon response, the Central African Republic (CAR) crisis response, and the conflict response in South Sudan. Across the three humanitarian responses, **Oxfam scored an average of 62%** compared with 60% in Year 3, 61% in Year 2 and 60% in Year 1. The similarity of the scores across time reflects Oxfam’s consistent efforts to meet *standards of excellence* (as opposed to *minimum* standards) in very challenging humanitarian crises. While the average has increased slightly, as expected, there continues to be significant variance between the scores achieved by the individual responses with the Philippines response scoring 75%, the Central African Republic response scoring 39%, and the South Sudan response scoring 74%.

These different scores reflect the contextual specific nature of all responses. For instance, highlights from the Philippines report were that 46% of the standards were ‘Met’ and 39% were ‘Almost Met’. The standard on accountability was ‘Met’ and it was felt that “*a lot of effort had been made*” to consult and involve communities. In South Sudan 41% of standards were ‘Met’ and 25% ‘Almost Met’. The timeliness and coverage benchmarks were ‘Met’ as was the standard on advocacy. The most challenging response assessed was the Central African Republic response. Oxfam set up a new programme and office in the Central African Republic in order to be able to respond to the crisis. However, the lack of pre-existing presence and experience in the country has meant that recruitment of qualified staff has been challenging and staff turnover has been high. These factors have both contributed to poor documentation of the programme as well as a programme of lower quality than is desirable. Overall, points were lost on the standard for timeliness as Oxfam arrived late in a country where they had no previous presence. The standard on accountability to affected populations was not met as complaints mechanisms were planned but never fully implemented. The gender equity dimension of the response was lacking and therefore, this standard was also not met.

Although the Ebola Crisis in West Africa was considered one of Oxfam’s most significant and challenging humanitarian responses in 2014/2015, it has not been included in the HIT reporting process for 2014/2015 as the evaluation is still currently being finalised. Early drafts of the report have shown that, in a humanitarian crisis where the whole sector has struggled to adapt and respond, Oxfam has demonstrated a strong appetite for learning both from this evaluation and the Ebola response as a whole. The evaluation demonstrates a clear emphasis on how Oxfam might enhance its response to similar situations and in other crises in the future at both organisational level and in terms of programme effectiveness. One such aspect has been that Oxfam can play a key role in ‘medical’ emergencies by using its expertise in both WASH engineering and social mobilisation that need to underpin these responses. In 2015/2016, Oxfam will work on a strategy for responding to similar emergencies in future.

During 2015/2016, the Humanitarian Indicator Tool is being reconfigured to meet the same requirements as the Core Humanitarian Standard (CHS). There are also plans to embed the CHS throughout the programme cycle in order to improve quality. This will be done through the development of appropriate tools but also through pilot testing of the CHS, webinars and programme accompaniment.

Interim Outcome Indicator 2b – Degree to which programmes in key countries meet Oxfam's Minimum Standards for Influencing [BASELINE SETTING IN 2014/15]: Oxfam has an explicit goal to increase and magnify the positive long-term impact it can have on poor people's lives through putting more emphasis and resources on appropriate strategies to influence more powerful actors such as national governments, businesses, the media, research institutes and opinion-formers as part of its country-level programming in order to achieve impact at scale. Oxfam sees influencing as much broader than advocacy and campaigning, and can be done through convening and brokering approaches, introducing and promoting new business models or delivery mechanisms, replication and adoption, and capacity building others to deliver and advocate for change. By the end of 2016 Oxfam aims for all country programmes to be designed and delivered with a clear route to systemic change through incorporating different forms of influencing. Oxfam and partners' capacity for national level influencing will be significantly strengthened and country programmes will link to regional and global level influencing opportunities to add value to what they are aiming to achieve at the local level.

To achieve this objective Oxfam established a set of minimum influencing standards for countries. The organisation will measure the degree to which country programmes meet these minimum standards by March 2016. These minimum standards include:

- **Minimum standard 1:** Go/No go decision on all new high impact, high value, and multi-year programmes
 - Influencing strategies are in place to increase scale of impact of the program
- **Minimum standard 2:** Every country programme has influencing embedded in its Oxfam country strategy
 - Each OCS program goal has influencing strategies in place to increase scale of impact
 - Each country program implementation plan (PIP) has a budgeted influencing strategy
- **Minimum standard 3:** Resources (human and financial) for influencing
 - Each program has adequate FTE of staff to deliver on the influencing strategies and dedicated influencing staff at national level
 - A plan is in place to develop skills and capacities of the team to deliver on its influencing strategies
 - Each new funding proposal has at least 20% budget for influencing
- **Minimum standard 4:** Partnership portfolio
 - The partnership portfolio aligns with the programme's ability to deliver on its influencing strategies

To establish a baseline, countries assessed their progress against each minimum standard indicator according to the following ratings: *1 = not addressed; 2 = partly addressed; 3 = progress being made; 4 = almost met; 5 = fully met.* The ratings against each indicator per country were calculated to give an overall score and percentage met. Out of a total of 24 countries that have adopted the minimum standards, 22 reported on progress. Yemen did not file a report due the current conflict in the country. Early indications suggest that six countries are comfortably on track to achieve minimum standards by March 2016 (Philippines, Zambia, Sth Africa, Malawi, Haiti, Colombia), sixteen countries are making progress but may not meet some of minimum standards by March 2016 (Indonesia, Bangladesh, Thailand, Pakistan, Lebanon, Jordan, Tajikistan, Guatemala, Honduras, Bolivia, Ghana, Kenya, South Sudan, DRC, Ethiopia, Rwanda), and one country is making some progress but will struggle to meet minimum standards by March 2016 (Mali).

A **baseline of 59% has been established** of which Oxfam will report against during 2015/2016. A **target of 100%** has been set for 2015/2016.

Outputs

Under this aspect, Oxfam assesses the organisation's ability to reach appropriate levels of affected populations during humanitarian crises and the number of programmes using enabled technologies to improve programme quality and impact.

Output Indicator 2.1 – % of serious humanitarian crises where Oxfam is responding, where the organisation reached at least 10% of the affected population: A baseline of **52%** was established during 2014/2015. Out of 39 emergencies Oxfam responded to during 2014/2015, there was sufficient agreement on what constituted 'affected populations' in 23 to enable their inclusion into the baseline identification. Of these, Oxfam reached 10% or more of the affected population in 12.

Oxfam has the capacity to respond to emergencies on a large scale and is expected to do so by governments and non-government actors. Oxfam believes that its capabilities should enable the organisation to assist an average of 10% of an affected population with effective public health and livelihoods programmes. However, 2014/2015 was the first year which Oxfam attempted to systematically gather a baseline on % of serious humanitarian crises where the organisation is responding and where the organisation reached at least 10% of the affected population across its emergency responses. It has not been without its challenges.

The first challenge was in counting beneficiary numbers. Oxfam tracks beneficiary numbers for every humanitarian response as a matter of course. However, with the exception of food security responses, where people are individually registered, the numbers of beneficiaries will frequently be estimates. In Syria, for example, Oxfam's agreement with the Government limits the organisation to providing equipment and technical training and has not allowed access to operational areas preventing Oxfam from verifying how many people it is actually benefiting. Furthermore, Oxfam only considers direct beneficiaries in its figures. Oxfam does not therefore count the likely beneficiaries of large-scale public health promotion campaigns using methods such as radio broadcasts or leafleting campaigns.

A second challenge has been estimating 'affected populations'. After discussions with DFID, it was agreed that Oxfam would use the UN OCHA figures for numbers on affected population. However, these figures are not comprehensively available for every emergency and change as an emergency progresses, making it difficult to establish a clear point in time for the calculation. Furthermore, there may be good reasons for not limiting a humanitarian response to affected populations. For instance, Oxfam's responses in Lebanon and Jordan include support to host communities as well as Syrian refugees, but host communities are additional to refugee figures, making our figures incompatible with official refugee estimates.

Given the challenges encountered in establishing a baseline for this indicator and its relative utility for Oxfam, changes for this indicator will be proposed for 2015/2016 (as detailed in the change log).

Output Indicator 2.2 – Digital technology employed to enhance programming approaches: In 2014/2015, Oxfam increased the number of projects that have an active ICT in programme component from 38 to 60, narrowly missing a Year 4 milestone of 65 in 2014/2015. It is important to note that the reduced number of projects reached during the year is in part a result of a more concise definition of what should be included being established during 2014/15 so that the numbers provided are consistent in future reporting periods.

Over the year Oxfam continued to explore how Information and Communications Technologies (ICT) can offer opportunities to amplify and improve the effectiveness of our work. This includes (but is not limited to):

- delivering electronic vouchers or cash
- digitalising paper surveys, monitoring water points or registration processes
- delivering agronomic or community health information or enabling citizen participation through tools readily available to them.
- national influencing and digital campaigning including using digital tools to amplify community voices

These activities can be seen in terms of the way we improve systems for our field staff and the way we engage communities directly using tools readily available to them. Oxfam considers there to be two overlapping streams:

1. **Systems in Programme:** This is primarily supporting staff or partner use of ICTs in programme to improve processes e.g. supporting programmes to conduct digital data collection (for registration, assessments, evaluations, surveys etc).
2. **Engaging directly with communities:** This refers to how to better communicate/engage communities using tools readily available to them e.g. access to information, financial services, ping-pong Q&A, two-way conversations, automated services, accountability. It primarily involves supporting staff/partners to set up and design systems to engage beneficiaries via appropriate technologies and channels which they have access to. A number of initiatives have proven how the introduction of ICTs has a demonstrable effect on saving time and money while enabling Oxfam to be more accountable and have a wider reach, even in some of the most fragile contexts. Overall, Oxfam believes that ICTs can only be considered as an enabler and solutions will only work when they are embedded into programme to suit contextual needs.

Over the reporting period, Oxfam has seen an increase in adoption of digital beneficiary registration systems, mobile data collection and communications tools to engage communities with whom the organisation works. There has also been a significant growth in electronic transfers used for cash programming which is becoming more of a focus area so that communities and programme staff can continue to realise the benefits of mobile money and electronic vouchers, as well as learn from good practice and refine the related processes. For example the text message and mVoucher platform 'mLink' was used in Somalia to deliver Polio prevention advice and hygiene items during 2014/15 which was particularly successful in increasing Oxfam's ability to reach people even in very remote and fragile contexts. In the Somali context, security and access barriers are prohibitively high but the outbreak of Polio meant the need for community education and hygiene items was more urgent than ever. So Oxfam, UNICEF and local partner Hijra decided to develop a mobile phone based health promotion project to improve awareness of polio prevention and control, as well as provide items to support safe hygiene practice. This involved two components: pre-emptive community education delivered through interactive SMS on Polio prevention; and distribution of water and sanitation items through SMS voucher redemption. The polio education component reached 104,358 people and had a completion rate of 86%.

And finally, over the reporting period, Oxfam moved forward in formalising its partnership with the Responsible Data Forum and became an active and leading contributor on this topic. To compliment this external work, Oxfam established a Responsible Data Policy that it will begin implement during 2015/2016.

DFID Response:

DFID notes that the baseline for indicators 2b and 2.1 were only set in March 2015; we look forward to seeing the results for these in next year's report. As such, indicators 2a and 2.2 have been weighted at 50% each in regard to calculating the overall score for output 2.

It is good to see that indicator 2a has been slightly exceeded with the average score of 62% across the three humanitarian responses. DFID appreciates Oxfam's explanation of the significant variance between the scores achieved by the individual responses; the description of the challenges around the Central African Republic response is interesting, we would have liked to see what learning came out of this and how Oxfam will use that learning in future work.

We note that Oxfam narrowly missed the target for indicator 2.2, but that this can be explained through Oxfam being more concise in regard to establishing what should be included in this milestone to ensure consistency in future reporting.

DFID is pleased to learn that Oxfam has established a Responsible Data Policy that it will begin implementing during 2015/16.

Total aggregated score for output 2: **A** - Outputs met expectation.

Learning in the Sector

Output Title	Learning in the Sector: The ability to draw from and contribute to sectoral learning on what works in development and why Interim Outcome: <ul style="list-style-type: none"> Systems in place to track use of Oxfam learning externally Outputs: <ul style="list-style-type: none"> Access to Policy and Practice website continues to increase. Use of Oxfam materials across the sector continues to increase. 		
Output number per LF	3	Output Score	A
Risk:	Medium	Impact weighting (%):	25%
Risk revised since last AR?	No	Impact weighting % revised since last AR?	No

Indicator(s) Outcomes	Milestones (March 2015)	Progress
3 Learning Tracking Systems: Systems in place to track use of Oxfam learning externally	Identification of learning considerations from Effectiveness Review	ER delayed, will be completed by end of June 2015 Rating: 87.5% (value judgement that this represents slightly more than a 10% variance – calculated by dividing the 3 month delay over the 24 month period of the PPA) B .
Indicator (s) Outputs		
3.1 Number of visits on the Policy & Practice website	392,568	506,067 Rating: 129% Exceeded - A++
3.2 Number of requests for Oxfam programmatic products or information (including downloads of measurement approaches, policy papers, evaluation reports, research reports, case studies, training manuals and technical briefs)	123,353	133,873 Rating: 108.5% Exceeded – A

For Interim Outcome 3 Oxfam has provided an overall score for the interim outcome (A) by aggregating the individual scores for the interim outcome indicator (B – Considered to be 87.5% met at the end of March 2015) and the two output indicators (A++ – Considered to have exceeded target by 29% and A – Considered to have exceeded target by 8.5%), weighting the score for the interim outcome at 50% and the output indicators at 25% each

A. Key Points and Recommendations

Interim Outcomes

Under this aspect, Oxfam assesses the systems in place to track the use of Oxfam learning externally.

Interim Outcome Indicator 3 – Systems in place to track use of Oxfam learning externally:

The Oxfam website is the organisation's primary system in place to track the use of learning

externally. This specifically happens through a tailor made part of the website called Oxfam Policy & Practice. The Oxfam Policy & Practice website was launched in September 2011, with a remit to:

- Engage with an audience of development and humanitarian professionals.
- Share Oxfam's policy, research and programme learning content.
- And, in the long term, improve policy and practice within the international development sector.

The Policy and Practice website holds a digital repository of nearly 4,000 Oxfam publications covering case studies, policy papers, research reports and training manuals. During 2014/2015, **218** new publications and **157** new blog posts were added to the Policy & Practice website demonstrating Oxfam's strong commitment to contributing to sectoral learning. This included, new case studies (such as 12 active citizenship case studies, employing a 'theory of change' approach to explain how change happens in different contexts), evaluations, and toolkits.

A secondary remit of the Policy & Practice website is to stimulate debate and provide thought leadership within the sector; this is done via the Policy & Practice blog and associated social media channels, such as the Poverty to Power Blog authored by Duncan Green.

The current system in place to track outreach and uptake of Oxfam's learning from its Policy and Practice website includes:

- Tracking visits to and downloads from the Policy & Practice website via website analytics packages, including Google Analytics and also Adobe Omniture. These systems are used to measure a number of key performance indicators, including:
 - Where visitors are based geographically
 - The type of information being downloaded
 - Engagement rates (returning versus new users) number of pages visited
 - Type of device used to access the website
- Tracking the geographical location and home institutions of email newsletter subscribers via emarketing software (Campaign Monitor).
- Through the Learning and Knowledge Exchange Team, keeping a record of all requests to reprint Oxfam material for learning purposes and tracking anecdotal evidence on endorsements and usage of Oxfam policy and research material from events and feedback from stakeholders.

During 2014/2015 the Policy & Practice website was randomly selected for an effectiveness review and as part of this evaluation, an experienced external consultancy team was engaged to work with Oxfam to develop a monitoring framework that will help them to more systematically capture data on uptake and use, supplementing rich data already being collected on dissemination which will allow Oxfam to better track use of its contributions to sector learning. It was challenging to find a consultancy firm with the requisite competence in evaluation and experience with digital measurement, which delayed the effectiveness review and development of the new tracking system. Early indications from the effectiveness review raised the following recommendations for the development of a future system:

- Improve analytics tracking of content to support a better understanding of content engagement:
- Ensure commenting functionality interactions are tracked to help with analysis and identification of content that drives reader interaction.

- Ensure social sharing interactions are tracked with custom event/link tracking

Oxfam will be reviewing the recommendations arising from the Effectiveness Review once they have been published and will undertake plans to further develop the organisation's capabilities to track the use of Oxfam's learning externally.

Outputs

Under this aspect, Oxfam assesses the sectors interest in and uptake of Oxfam's programme learning. Overall, both output level indicators measure significant growth in terms of readership and requests for content from the organisations Policy and Practice website. Across both output indicators Oxfam has exceeded the targets set for 2014/15.

Output Indicator 3.1 – Number of visits on the Policy & Practice website: The Policy & Practice website offers free access to over 4,000 publications – training manuals, research reports and policy briefs – based on our 70 years of organisational experience in the field, as well as programme overviews, staff profiles and our practitioner blog.

In 2014/2015 the number of visits to the Policy & Practice website increased significantly from the previous year, with **506,067** total visits (**36.64%** increase on visits in 2013/2014). These 'visit' numbers were complemented with outreach initiatives using the following approaches:

- Social media – regular updates on our latest resources and blogs
 - Visits to the Policy & Practice specialist blog grew by **35%** over 2014/2015
 - **Oxfamgbpolicy** twitter account reached 42,850 followers with an **annual growth of 22.43%**
 - **Oxfam on LinkedIn** saw numbers rise to 81,965 followers with an annual increase of **93.15% from last year.**
 - And the **Policy & Practice Facebook** page increased to 1971 likes showing **annual growth of 109%**
- Networks & listservs – regular distribution of resources and information via thematic listservs and newsletters out to NGO and academic community.
- **Scribd** – global online publishing portal, all Oxfam resources are automatically published on Scribd. This allows wider dissemination of our resources beyond our website.

These increases over the year were the result of a deliberate strategy of increased promotional activity - including social media, email marketing, improved Search Engine Optimisation (SEO) and a small amount of paid search activity - as well as wider engagement with the sector via networks and events. Throughout most of 2014/2015 the Policy & Practice Team was under resourced due to staff turnover and recruitment challenges leading to the team focusing on the consolidation and growth of Oxfam's social media and emarketing channels, and putting on hold development of more innovative channels of dissemination and uptake such as:

- ways to better understand share-of-voice and social buzz in and around key topics, including events, brand campaigns (vs. 'competitors') and crises and key celebrities where applicable/relevant.

- exploring the use of social benchmarking tools that enable specific social channels to be measured using a mix of important reach and engagement metrics alongside specified competitors or best in class comparators. This can be used to inform editorial activity to promote reach and engagement and also provide an understanding of directional performance for each social channel over time.

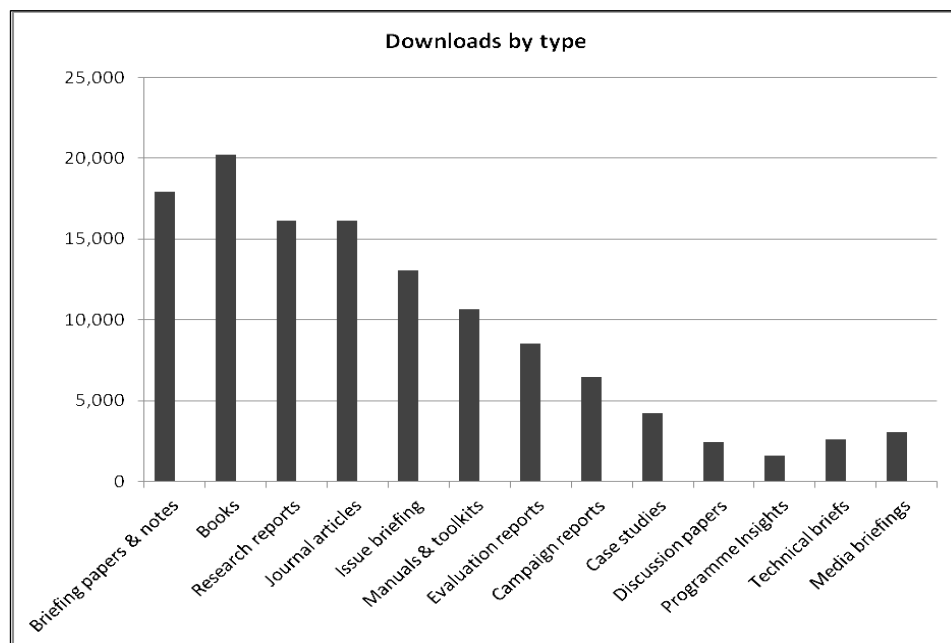
This focus on existing channels has meant that they grew consistently throughout this period in terms of follower numbers and engagement rates. In terms of performance, Facebook was the weakest social media channel for Policy & Practice content, early analysis is suggesting that this is possibly due to the technical nature of the content being shared.

In 2015/2016 the Policy and Practice Team will experiment with paid advertising on Facebook combined with a revised engagement strategy to see if this will boost follower numbers and improve engagement rates. This approach will be complemented with launching a new social media channel on Tumblr; working with Google to enable content from the Policy & Practice website to be added to the Google Scholar service; the launch of mobile templates; and further developments to improve Oxfam's Search Engine Optimisation (SEO).

Beyond total numbers, the website is also reaching a more globally diverse audience; with **59.6%** of visits coming from low or middle income countries (as compared to 26% in 2013/2014). During 2014/2015, Oxfam rolled out a deliberate strategy of targeted outreach within low and middle income countries via social media and email marketing as well as by working with colleagues in other Oxfam affiliates (most notably Oxfam India) to encourage submissions to the Oxfam iLibrary and to improve engagement with the website.

Output Indicator 3.2 – Number of requests for Oxfam programmatic products or information (including measurement approaches, policy papers, evaluations, research reports, case studies, training manuals and technical briefs): In 2014/2015 the number of downloads from the Policy & Practice website increased from the previous year reaching **133,873** publication downloads (representing a **37%** increase 2013/2014 download rates). Of these downloads, **35%** of all downloads from the Policy and Practice website were programme learning resources (case studies, manuals, evaluations etc), and just over half (**51%**) of the content downloaded was categorised as **policy and research** (research reports, issue briefings, policy papers etc).

Oxfam's Gender and Development journal, available on Policy and Practice website, is the only journal in the world to focus on international gender and development issues, exploring the connections between gender and development initiatives, and feminist perspectives. It is a highly regarded forum for the exchange of learning across the sector and has published issues in the last year on Gender, Monitoring, Evaluation and Learning; Care; and Working on Gender Equality in Urban Areas. In 2014/2015, the Gender and Development saw full article downloads rise to **72,691** (an increase



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of **25.5%** on the previous year). Currently, **9,728** institutions also have access to the Gender and Development Journal via subscription.

DFID Response:

DFID is pleased to see that Oxfam exceeded the target for indicator 3.1 by 29%, with the number of visits on the policy and practice website reaching over 506,000. We note that other social media initiatives also saw a steep growth in activity over 2014/15. Oxfam has explained these increases are due to a targeted strategy of increased promotional activity as well as wider sector engagement via networks and events.

We note that indicator 3.2 has also been exceeded, with the downloading of Oxfam's Gender and Development journal being credited for a significant part of this increase. Downloads from this alone being up by 25% from last year.

Although interim indicator 3 was not met, DFID understands that the delay in engaging a suitably experienced consultancy was the main reason for this and that the expected completion of the Review was the end of June this year.

Total aggregated score for output 3: A - Outputs met expectation.

Supporting Programme Delivery

Output Title	Supporting Programme Delivery The capacity to maintain efficient and effective institutional approaches, systems and processes to support programme delivery Interim Outcome <ul style="list-style-type: none"> Degree to which Oxfam's organisational approach to VfM meets sector-identified good practice. Ratio of institutional income generated against investment in programme funding Output <ul style="list-style-type: none"> No output indicators 		
Output number per LF	4	Output Score	A
Risk:	Medium	Impact weighting (%):	25%
Risk revised since last AR?	No	Impact weighting % revised since last AR?	No

Indicator(s) Outcomes	Milestones (March 2015)	Progress
4a Value for Money: Degree to which Oxfam's organisational approach to VfM meets sector-identified good practice.	73%	73% Rating: 100%: A
4b Funding Leverage: Ratio of institutional income generated against investment in programme funding	£60:1	£63:1 Rating:105%: A

For Interim Outcome 4 Oxfam has provided an overall score for the interim outcome (A) by aggregating the individual scores for the interim outcome indicators (A – Considered to be met, 73% and A – exceeded 105%) weighting the score for the interim outcome indicators at 50% each

A. Key Points and Recommendations

Interim Outcomes

Under this aspect, Oxfam assesses the degree to which the organisation is efficient and effective at generating resources for its programmes as well as embeds value for money considerations across its work.

Interim Outcome Indicator 4a – Degree to which Oxfam's organisational approach to Value for Money (VfM) meets sector-identified good practice: Oxfam uses the sector VfM checklist, developed within the VfM PPA Learning Partnership sub-group, to assess the extent to which its performance meets sector identified good practice. Oxfam participated in the development of this checklist in collaboration with other agencies as part of the PPA learning group on VfM.

For each area identified in the checklist, Oxfam assesses its status. Where an assessment under any particular area indicates a score of less than 'Fully Established – Continuous

Improvement', these areas are then targeted for improvement. Each targeted area has an identified project developed to improve and maximise value for money. This is monitored through the International Programme VfM Working Group chaired by the Deputy Programme Director which meet at least quarterly to review actions and discuss progress. Key areas of improvement and progress made over 2014/2015 include:

- Oxfam now has a defined organisational approach to VfM. The approach is being supported by an implementation mechanism that will ensure VfM is championed throughout the organisation. Both the approach and mechanism have been agreed upon by the Oxfam leadership team.
- Oxfam is aiming to improve its impact through its limited resources by ensuring that resources are aligned to more appropriate programme models depending upon context.
- Oxfam is working to improve the VfM of its programmes by developing tools and providing support to ensure Oxfam's programmes actively work to maximise VfM at each stage of the project management cycle. The future focus will be on embedding VfM and the use of these tools to maximise VfM within practice and programme teams.
- To support the above work and drive it forward across the organisation, Oxfam recruited a full time VfM learning officer to provide leadership on VfM improvements in the project management cycle, including delivery of a Train the Trainers pack and specialised VfM tools developed with ITAD (independent consultants with sector expertise in VfM measurement & tools).

Each of the above items of progress are actions Oxfam identified on the VfM checklist which required progress for Oxfam to improve its organisational approach to maximising VfM. These improvements have moved Oxfam from 'activity well under way' to 'activity fully established', or from 'activity started' to 'activity well under way' which has resulted in a score of 73% in terms of achievement on the total VfM checklist.

Indicator 4b – Ratio of institutional income generated against investment in programme funding: Each year, Oxfam invests unrestricted funding into its capacity for resource mobilisation from bilateral government development agencies, multilateral organisations, and international foundations. Last year, Oxfam spent £3.2m on a core resource mobilisation function and used this to leverage £203m of institutional income for the organisation's programmes. Oxfam improved its ability to mobilise resources when measured against four key indicators:

- **The ratio of return on investment** - generated a return of £62.55 in institutional funding for every £1 invested in resource mobilisation (63:1) – a slight improvement compared to the previous year's ratio of 62:1.
- **Increased humanitarian funding** – leveraged £123m for humanitarian response programmes in a year of unprecedented demand – an increase of £10m or 9% compared to the previous financial year. Successful resource mobilisation gave Oxfam sufficient finances to intervene in crises ranging from Yemen to the Philippines, and from South Sudan to West Africa.
- **Increased long-term development funding** – leveraged £79.7m for long-term development programmes – an all time high – during the last financial year. With consistent and steady investment of unrestricted resources in this area, Oxfam has succeeded in growing the volume of resources for long-term development programming by 60% over the past four years.

- **Overall fundraising performance** – set an all-time record for institutional donor fundraising. In the last financial year, Oxfam raised more than £245m measured in new contracts – exceeding the previous year’s fundraising performance by £25m.

DFID Response:

DFID notes that this output is assessed only by the interim outcomes and not outputs.

Oxfam has made good progress against this output, meeting indicator 4a and slightly exceeding 4b.

We are pleased to see the areas of improvement and progress in relation to indicator 4a with Oxfam reporting that it now has a defined organisational approach to VfM which is supported by an implementation mechanism to ensure VfM is championed throughout the organisation. We look forward to seeing the effects of this in future reporting.

The information provided on how Oxfam has improved its ability to mobilise resources when measured against four key indicators is interesting, with significant increases being seen against each. Particularly impressive is the increase in long term development funding which has increased by 60% over the last 4 years.

Scoring: A - Outputs met expectation.

D: VALUE FOR MONEY & FINANCIAL PERFORMANCE

During 2014/2015, at an organisational level Oxfam continued implementing existing practices and policies (as detailed in previous PPA reports) which embed VfM in the organisation, including:

- Implementing the policies and procurement practices which ensure economy e.g. Commercial tender process for purchases over £30k within the international programme; guidelines on travel and expense levels
- Focusing on processes to maximise organisational efficiency e.g.
 - use of systems such as Helios to manage supply chain and asset utilisation;
 - use of technology such as Skype and videoconferencing to reduce travel;
 - investment in IT infrastructure on internet to provide better foundation of sharing of information and communications)
- Improving programme design and learning to ensure programmes maximise VfM and impact of our work by ensuring we reach the right people (equity) and deliver the right outcomes (effectiveness) in the right way (efficiency and economy).
- Continual monitoring and evaluation on the effectiveness of what the organisation is delivering (within programme, fundraising, and in our decision making processes at an organisational level) so that Oxfam can learn and continually improve.

In addition to above, Oxfam has used the sector-agreed VfM checklist tool to identify gaps and areas of improvement. Progress on these areas during 2014/2015 has included:

- Delivery of an agreed organisational proposition on Oxfam's approach to VfM. Oxfam's commitment to VfM has been discussed and agreed at the leadership team and with trustees. There is an agreed programme of work to ensure that the organisation continues to meet accountability on value for money and delivers and improves what is already embedded with regards to VfM practice.
- Development and implementation of tools to support project and programme teams as well as investment in a full time project officer to support project teams directly. Support provided includes ensuring that specific vfm indicators are integrated within all projects linked to the project management cycle and to ensure that vfm is embedded into project and programme design.
- Improved cost modelling to understand the links of costs and programme types at a country level; using ratio information to drive cost reductions across the international programme.

A key strategic focus for Oxfam is to do more on influencing and scale – in terms of value for money this will deliver a much greater impact with the same level of resources.

Key cost drivers and performance

Oxfam's Main Cost Drivers and Categories: Current Year

While drivers of costs are country-specific and will vary on the nature of the programme, overarching drivers of cost and mechanisms for managing them include:

Cost Category	Drivers which impact on the level of cost	What are we doing to improve and control costs?	Further areas being reviewed for future
Staff Costs & Staff Related Costs including Travel, training & recruitment 33%	<ul style="list-style-type: none"> • Competition in the market re salary scales • Locations – e.g. risk level; living conditions; remoteness • Staff turnover rate • Number of staff • Inflation • Local Exchange Rates • Taxes 	<p>Planning – Each project is carefully reviewed on what is an appropriate level of staffing; as country strategies and plans are developed there is a full review of the organisational structure to determine if appropriate and efficient.</p> <p>Benchmarking – salary scales and annual pay increases are carefully reviewed using data from salary surveys benchmarking pay across the sector</p> <p>Standardised Reward Packages – Staff remuneration and reward packages are carefully regulated using standardised salary scales and reward policies. Exceptions to this require detailed business cases and senior management approval.</p> <p>Targeted Reward – rather than blanket increase in salaries and rewards, Oxfam targets specific posts and roles for increase salary to resolve recruitment or retention challenges based on detailed internal analysis.</p> <p>Expenses based on actuals – Oxfam has a clear policy on per diems and only uses them in exceptional circumstances. Instead staff claim valid costs associated with travel (etc) based on actuals and against a clear policy on costs limits. This is managed and checked using an online expense management system (CONCUR).</p> <p>Staff Development and Training – Commitment to staff learning & development (budgets protected locally; organisational investment in key areas such as management training; leadership development)</p> <p>Context specific solutions – for instance, in fragile states, Oxfam has focused on what is needed to retain staff and build national leadership (more cost effective with less turnover; building sustainable leadership)</p>	<p>Investment in core staff training and development to reduce/better manage staff turnover</p> <p>Reviewing skills needed e.g. with a drive for more effectiveness through influencing, we are reviewing the skill set needed and type of investment to be cost effective.</p>
Travel Costs (included above)	<ul style="list-style-type: none"> • Distant and spread of projects • Global operations • Need for fast response in emergency situations 	<p>Reduce Travel – preference to use Skype; video and telephone conference to reduce travel. Travel requests require clear business case justifying why travel could not be avoided</p> <p>Travel Framework Agreements - Use of standard travel suppliers (tender in the UK every 3 years to gain best prices)</p> <p>Low cost travel options – Preference to use travel charity fares</p>	<p>Contract for supplying travel to Oxfam is going to tender this year.</p> <p>Expense policy currently under review for update</p>

	<ul style="list-style-type: none"> • Inflation 	<p>Leverage external expertise - Use experienced travel bookers to ensure best value fare</p> <p>Expense Policy focusing on VfM - Expense policy set to prioritise public transport; no business or first class travel; guidelines on levels of acceptable expenditure on accommodation and subsistence</p> <p>For management of local transport see vehicle comments below</p>	
<p>Property, Transport & Equipment & Comms, Office Costs 11%</p>	<ul style="list-style-type: none"> • Costs of internet; mobile technology; satellite • Wear and tear on vehicles; number of vehicles; fuel costs • Numbers of staff • Location of appropriate accommodation for staff (and competition re availability in insecure locations). • Professional advice (e.g. legal; audit) • Inflation • Local Exchange Rates 	<p>Improved IT infrastructure - investment in a managed supply for internet to ensure better quality and security increasing VfM</p> <p>Fleet Management - fleet manager employed to ensure we acquire vehicles at the best costs; including, black boxes installed on vehicles to track location, speed and fuel efficiency, which has resulted in lower fuel bills as well as better environmental impact and safer driving</p> <p>Staff residencies - Will hold staff residencies where appropriate based on security issues and/or cost effective grounds.</p> <p>Office cost benchmarking – regular benchmarking of office costs (per resident) to identify outliers and potential areas to target for savings</p> <p>Leverage pro-bono services - Use pro bono and discounted rates for professional advisors (legal; financial) were possible and appropriate</p>	<p>More active use of the internal benchmarking to raise questions and issues on costs</p>
<p>Project Supplies 25%</p>	<ul style="list-style-type: none"> • Volume of activity • Market conditions • Specialism of goods • Ethical supply chain • Volume of cash programming • Inflation 	<p>Well developed procurement processes - Procurement processes designed to ensure costs are minimised across our operations, including:</p> <ul style="list-style-type: none"> • Commercial tender process for purchases over £30k within the international programme • Category management for main areas of expenditure in the UK • Collaborative supply planning as a mandatory procedure in its programmes. This approach ensures that project costs are captured upfront, provides accurate supply scheduling and ensures that project supplies are utilised effectively • Use of supplier framework agreements or creation of a competitive supply market for goods and services 	

		<p>Rigorous budget monitoring procedures – ongoing budget monitoring activity used to identify unusually high spend areas and prompt closer analysis</p> <p>Programmatic Models – investing in, piloting and scaling up programmatic models that deliver greater impact for poor people but also at lower costs. (see ICT and cash programming examples at the end of this section as illustrations)</p>	
<p>Partner Costs (Grants & Training) 25%</p>	<ul style="list-style-type: none"> • Type of partner • Number of partners 	<p>Standard partner agreement – standardised partnership agreement helps Oxfam better identify and manage risk</p> <p>Improved partner monitoring procedures – conduct internal reviews to ensure that capacity and strategic fit assessments are completed and uploaded to Oxfam’s programme management system (OPAL). Improved financial monitoring also includes monitoring of major partner grants through the Quarterly Management Review process (analysis of number of partners, average grant size; identification and commentary on major grants).</p> <p>Strategic level review of partnerships – Oxfam country strategies include a review of partner portfolios in each country to ensure these partners are the right partners for delivering on Oxfam’s change agenda.</p>	<p>Review investment in partner capacity building and support Follow through on actions to improve partner relationships and management</p> <p>Build on targeted work to select different types of partners (e.g. private sector, research institutes, governments, etc) to improve leverage, impact and effectiveness.</p>
<p>Other 6%</p>			

Beyond this, Oxfam uses internal financial systems to review the different costs in country programmes. Over the last twelve months this has improved our cost modelling linked to the Global Programme Influencing and Investment Framework. Modelling has been done on what core costs would look like in four different typologies. This provides analysis on the minimum investment that is required to be effective and is a key example of making a value for money decision (without the minimum we should not invest or operate in that environment). These financial models are reviewed annually including the analysis on the range of investment in country and what would be expected in terms of leverage from matched restricted funding. For example, fragile/conflict affected states should have an expected range of investment of €1.5m - €3.0m which should leverage 80% to 90% of restricted funding (the core costs here would include additional security management and programme management needed to operate in this environment). Over the last five years, in better understanding these financial investment decisions Oxfam has become more focused on making explicit its decisions on how much should be invested where. This is reviewed annually (through a year end review and through the annual planning process). These decisions also link to the level of risk expected in the different environment

Ratios are also used as part of Oxfam's planning process – key questions Oxfam reflects on include, what is the programme management ratio and what is the minimum investment required. If they do not meet expectations, then there is a review of the cost structures and drivers in country to understand why the ratio is different and what can be done differently to improve the ratio. This includes setting more ambitious targets for leverage of programme from core investment; and giving hard targets of reduced budgets for certain countries where the ratio is not seen as cost effective. In terms of specific expenditure reductions, Oxfam has reduced its planned expenditure by £4.5m by using this information and other modelling.

Examples of programmatic decisions incorporating strong VfM considerations during 2014/2015 include:

- **Advancements in technology and connectivity** are presenting new opportunities for Oxfam to improve the reach, quality and VfM of its work. In response, Oxfam created an 'Information and Communication Technology in Programme' team as part of Oxfam's larger Programme Quality Team to provide specialist support to programme staff to help them consider ICT, and if appropriate, assist them to implement ICT into their programmes. One example of where incorporating ICT in programme has improved the VfM of Oxfam's work comes from the Philippines. Following Typhoon Haiyan, the ICT in Programme team supported the Philippines team to implement a digital beneficiary management system called Last Mile Mobile Solutions. The LMMS system saved Oxfam staff significant time in its registration activities improving the overall efficiency of the response. Additionally, using the LMMS system also offered the ability for Oxfam staff to be more responsive in programme planning, facilitating greater ease of reporting and increasing the accountability and transparency of our response.
- **Catastrophe Fund** – Oxfam invests funds in a catastrophe fund to support humanitarian response. This is a VfM choice as the catastrophe fund allows Oxfam to respond with speed – which is a key criteria for Oxfam as part of an effective response to emergencies. Having the fund in place means that resources are available immediately for teams to start work and respond. However, designing the fund as a revolving fund (as opposed to an internal granting mechanism) allows Oxfam achieve greater VfM in its operation. For example, the fund is used to kick start responses through organisational loans which are then repaid (once institutional or public funding starts to come into the emergency), and can then be used for the next response. Therefore a small fund leverages many times its value.

- **Cash Programme Work** - Evidence from Oxfam programmes and the wider sector has demonstrated that 'cash programming' in emergencies is a far more effective strategy for meeting the needs of affected populations, supporting long term recovery by supporting rather than undermining local markets, and a much more cost effective option than 'food or goods in kind' distribution. As a consequence, Oxfam has made a programmatic choice to increase 'cash programming' over and above other options in emergencies. The result of this choice has meant that Oxfam has increased direct spend on cash programming from £3m in 2010/2011 to £27m in 2014/2015 with a consequent reduction in other types of distribution programming – Oxfam reduced programme spend on food or goods in kind from £16m to £5m over the same period.

VfM performance compared to the original VfM proposition in the business case

Oxfam's original VfM proposition committed to achieving the greatest impact with the fewest resources: running itself as a business with effective and appropriate controls and processes for spend and procurement, and undertaking VfM analysis, identifying and replicating best practices in the process. Since this proposition was made Oxfam has made significant progress in delivering value for the individuals we work with, ensuring that VfM is embedded into the organisation's standard approaches, policies and procedures making it a key consideration feeding into everyday decision making across the organisation as outlined in the sections above.

Oxfam proactively welcomed the VfM agenda when it was first introduced. The agenda has provided a space for Oxfam to challenge itself to do more and question whether it is making its funds work as hard as possible. Having the PPA and needing to report on VfM in the PPA has contributed to our approach in two ways:

- Inter-agency learning and sharing has further developed and enhanced Oxfam's understanding on VfM – for example, participation in the benchmarking exercise, conversations alongside DEC on VfM in humanitarian contexts with DFID CHASE, and discussion on Oxfam's Global Programme Influencing and Investment Framework with the Audit Commission. This external engagement and learning has helped support Oxfam develop its own approaches for improving VfM, including internal benchmarking which allowed the organisation to compare countries and their costs in terms of context. Oxfam has also proactively worked with ITAD to take forward how the organisation can embed VfM in its project management cycle.
- The PPA has increased the pace of Oxfam's VfM strategy and helped the organisation target resources to specific areas such as ITAD training of trainers which would have been difficult to find internal resourcing for in the absence of external scrutiny.

Assessment of whether the programme continues to represent value for money

Yes, Oxfam represents value for money. Furthermore, Oxfam sees VfM as a process of continuous improvement and as such the organisation continues to strive to improve and maximise VfM across the organisations operations.

Quality of financial management

Financial management is good and improving. Oxfam uses both a budget and forecast ledger, so that every country can review reports showing both the plan and latest forecast. The programme management system allows managers to phase programme budgets and update forecasts and report actual and budget expenditure by account line. For example on programme restricted expenditure, the forecast for the year was £226m, with actual spend being £224m which represented a 1% difference on the overall total. One key area for improvement is

realism on phased plans – ensuring that when programme plans are developed there is a realistic understanding of what is required to start up programmes and that we adjust as circumstances change. This is particularly important in fragile/conflict affected programmes where sudden changes in security can impact significantly.

DFID Response:

The set page limit for this section was one page. Oxfam has provided a detailed account of VfM in the organisation over 6 pages; there could have been ways of presenting this more concisely.

We note the detailed analysis of Oxfam's key cost drivers and the steps taken to control and improve costs. We also note the additional information on areas that will be reviewed in the future and look forward to hearing more of this in next year's reporting.

DFID is pleased to learn that as Oxfam has gained a better understanding of its financial investment decisions, there is a stronger focus on Oxfam being clear about how much should be invested and where. It is good to see that the level of risk in different environments is also considered when making these decisions.

The examples of programmatic decisions incorporating strong VfM considerations this reporting year are interesting, particularly the information on the Catastrophe Fund and Cash Programme Work.

We are pleased to see that Oxfam considers financial management to be an area as one of continuous improvement, particularly in the area of phased plans, ensuring a realistic understanding of costs when developing programme plans, particularly important in fragile/conflict programmes.

E: RISK

Overall risk rating: Medium

Overview of programme risk:

DFID Response:

As a mature PPA, DFID notes that Oxfam considers and manages risk throughout its programming.

Effectiveness reviews have highlighted that in many countries Oxfam is facing a shrinking space for civil society to operate freely. Individual programmes have adapted to these challenges through risk assessment and management, and organisationally Oxfam is exploring and debating what it can do to help prevent or mitigate this closure of civil society space.

Outstanding actions from risk assessment

Oxfam completed the KPMG due diligence assessment before any funds for the extension period were disbursed. There are no outstanding actions from this risk assessment.

F: COMMERCIAL CONSIDERATIONS

Delivery against planned timeframe

Overall delivery against planned timeframe is 'on track'.

Performance of partnership (s)

Working with others has always been core to Oxfam's Theory of Change, deep rooted in the organisation's belief in the centrality of a strong civil society to tackling poverty. However we are increasingly working in sophisticated sets of relationships in partnership with a broadening range of actors beyond civil society. These partnerships include government institutions, research and academic institutions, the UN, the private sector, media, social movements and faith-based groups alongside our more traditional local NGO partners. Oxfam is playing a growing role in facilitating multi-stakeholder partnerships amongst these actors, especially in contexts where the space around local civil society is closing in. Our position is particularly valuable where new kinds of relationships are forming, for example between the private sector and local NGOs, where we are seen as credible partners by both parties.

During 2014/2015, Oxfam commissioned and completed the Keystone Development Partnership Survey to get a better understanding of how its partnerships are working. The Keystone Survey focused on how Oxfam partners rate the organisation's performance across six key areas: financial support, capacity building, other non-financial support, administration, relationships and understanding and learning. The outcomes of the report highlighted a number of areas where partners felt that they would like more support from Oxfam, including capacity building, core costs, programme quality, influencing work and knowledge sharing and learning. Oxfam is currently finalising a management response to it that will highlight how the organisation is going to resource and address these issues, where possible. During 2015/2016, this management response will be developed into a clear action plan.

Following the Keystone Partnership Survey Oxfam has worked to improve dialogue with programme partners and develop partner improvement plans for all countries. Improvement of Oxfam partnership practice is now explicitly reflected in the organisations corporate objectives

for 2015/2016 which state that to improve the quality of programmes Oxfam will invest to improve key areas of weaknesses highlighted by the Partnership Survey:

- Capacity building for programme quality,
- Capacity building for influencing and
- Learning and knowledge sharing.

Despite the challenging results of the Keystone Partnership Survey, Oxfam continues to review and expand the range of partners with whom it works to ensure impact at scale, this includes our linkages with the private sector. A good example of this type of partnership in 2014/2015 has been Oxfam's collaboration on a living wage across the Malawi tea industry by 2020. In 2014 Oxfam jointly published a "Living wage for Tea pickers" report with the Ethical Tea Partnership (ETP). As a result during 2014/2015 Oxfam has been working closely with the industry to create an initiative that is committed to achieving a living wage for tea pickers in Malawi by 2020. A joint approach to achieving living wages is needed where key stakeholders (including brands, retailers, suppliers, manufacturers, business associations, trade unions, governments, international organizations, NGOs and multi-stakeholder supply chain initiatives) work together and assume their respective responsibilities. Oxfam has been working closely with ETP to engage stakeholders across the tea industry with the support of the Government of Malawi, The Sustainable Trade Initiative and GIZ. This has resulted in all 20 members of ETP, plus Unilever, Tesco, Marks & Spencer, the Tea Association of Malawi and Oxfam, signing an MOU in June 2015 committing the signatories collectively to achieve a living wage by 2020, while working to revitalise the industry which employs 50,000 tea pickers. The 19 signatories source 50% of Malawi's tea production.

The Living wage for Tea pickers report resulted in:

- Fair Trade certification body strengthening its Hired Labour Standard and associated protocols; in future farms with waged workers will need to demonstrate year on year progress towards a living wage in order to gain or retain certification.
- Certification organisations belonging to ISEAL Alliance agreed to work to one set of requirements on wages and jointly commissioned 10 living wage benchmarking studies, of which four have been published.
- The ethical trade team have worked closely with ETP to engage multiple actors in the next steps. As a result all 200 members of ETP, plus Unilever, Tesco, Marks & Spencer, the Tea Association of Malawi and Oxfam, signing an MOU in June 2015 committing the signatories collectively to achieve a living wage by 2020, while working to revitalise the industry which employs 50,000 tea pickers. The 19 signatories source 50% of Malawi's tea production.

Asset monitoring and control

Oxfam has standard operating procedures that govern management and monitoring of its assets. These procedures are applied consistently across our operations. Oxfam distinguishes between OGB and Donor assets in our financial accounting. OGB assets are capitalised and depreciated over a fixed period of time depending on the type of asset and in line with our accounting policies. Donor assets are expensed against the donor contract as soon as they are acquired. For both OGB and Donor assets the management and monitoring is performed through the use of asset registers. These registers are kept manually in excel except in locations where Oxfam has implemented Helios where our assets are tracked through the system. In all cases registers record the date of purchase, cost, donor where applicable, location, asset number, depreciation (where applicable), condition, disposal date (where

applicable), method of disposal, value and for donor assets the donor approval for disposal. Assets are physically verified once a year and asset registers are submitted as part of our year end procedures for audit verification.

DFID Response:

As is to be expected Oxfam's list of partners is impressive. The keystone Development Partnership Survey sounds interesting and important; results highlight areas where partners felt they would like more support from Oxfam. We note that Oxfam is currently finalising a management response that will inform how Oxfam will address these issues.

It would have been useful to see what Oxfam has gained in the way of learning from the vast and diverse range of partnerships it holds. This section highlights what Oxfam does for partners, but this appears more of a management/staff relationship rather than true partners. Oxfam should bear this in mind for future reporting.

The example of a 'Living wage for Tea Pickers', although interesting, is far too long, this could have been condensed to a few sentences.

DFID notes and thanks Oxfam for the information on its monitoring and control systems.

G: CONDITIONALITY

N/A

H: MONITORING & EVALUATION

Evidence and evaluation

The conclusions of the Global Performance Framework Review highlighted the tension between accountability and learning which sits at the heart of Oxfam's efforts to better understand and communicate its effectiveness.

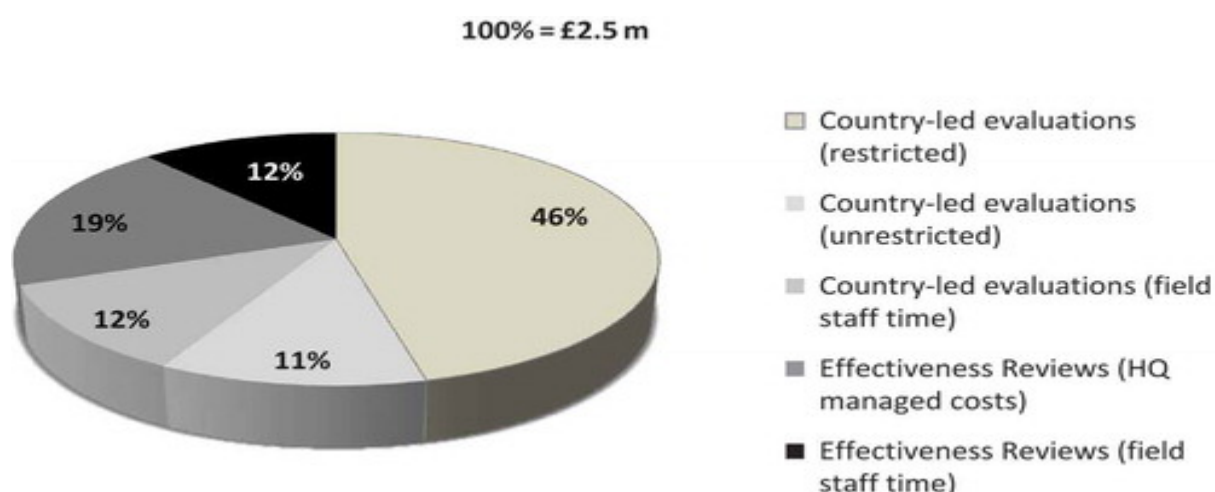
While initially driven by accountability requirements, Oxfam has focused considerable efforts over the past four years in ensuring that the organisation capitalises on the evidence and lessons emerging from the effectiveness reviews. The management response system Oxfam established has helped to facilitate learning for individual project teams by engaging them in conversations about next steps. The results are usually shared with programme partners and with project funders, and at a project level, there is evidence that country staff are using the findings from effectiveness reviews to make changes to interventions in order to strengthen project effectiveness (see Table 1: page 10).

The increased priority ascribed to the learning agenda has led Oxfam GB to move from using a fairly standardised approach for the effectiveness reviews under each outcome area, to investing more in tailoring and contextualising evaluation designs to individual interventions. Recognising that country-level ownership and interest in the effectiveness reviews is needed to ensure that the findings are acted upon and influence practice, a key focus in recent years has been on creating opportunities for project teams to engage with and inform the effectiveness reviews. This has involved spending more time with teams to unpack their theory of change and build understanding and ownership of the questions the effectiveness reviews are trying to answer, and doing more to support learning from the reviews – including debriefs with country teams following data analysis and a commitment to undertake more in depth follow-up research to better understand the mechanisms contributing to or blocking the achievement of results.

However, it is important to note that interventions contributing to these outcome areas are diverse and not homogenous, employing different strategies to contribute to comparable (though not identical) outcomes, and as such, the aggregate information communicated by the global outcome indicators is not easily interpretable. For project teams, working to deliver analogous impact through very different causal mechanisms in very different contexts, it is often the interim outcomes (also measured by the effectiveness reviews) that are of the most value. While lessons are emerging on the challenges and strengths of Oxfam project effectiveness, the primary value of the effectiveness reviews still lies in the richness of the individual reports, their findings and recommendations.

The review also helped to draw attention to the wider portfolio of evaluations being undertaken by Oxfam interventions, and their relationship with the Global Performance Framework and its effectiveness reviews. While there is enormous value in the portfolio of high-quality evaluations that the framework has delivered, the quality of evaluations in the organisation remains mixed, despite some examples of excellent practice. With approximately 400 projects closing in any given year, this represents a missed opportunity (see Figure 1), and the focus going forward will be to ensure that the lessons learned about evaluation through the effectiveness reviews are extended to Oxfam's wider portfolio of evaluations.

Figure 1: Estimated global annual spend on evaluations (Caldwell 2014).



Finally, the process of piloting the EEPQ supported Oxfam to consider what indicators could usefully guide the organisation's investments in efforts to support programme quality more broadly. This has informed the 2015/2016 corporate objectives, and the creation of an 'Organisational Planning, Monitoring & Learning Group' tasked with helping Oxfam improve in three key areas:

- Align organisational planning, reporting, accountability and evaluations/reviews
- Ensure learning captured in reporting, evaluations and reviews systematically feed through into planning
- Deliver a more strategic approach to the application of learning (learning from successes and failing forwards) that enables Oxfam to transform key areas of work using an evidence based approach

Monitoring progress throughout the review period

Oxfam uses the PPA logframe to monitor progress throughout the review period. At outcome level the Global Performance Framework captures the overall effectiveness of Oxfam's work and forms the basis of reporting on the PPA. At the interim outcome and output level the EEPQ captures the degree to which Oxfam's programmes meet quality and accountability standards, leverage of funding, as well as quantitative deliverables across areas such as: financial economy and efficiency savings, value for money initiatives, innovation in project approaches, and Oxfam's contribution to learning in the sector. The EEPQ enables Oxfam to report on interim measures of improvement in effectiveness, which contribute to increased programme quality. An EEPQ reporting framework was developed to align thematic priorities with PPA expenditure. Nominal allocations are made from existing budgets to represent PPA funds. Thematic leads are identified to track and report against progress in the thematic areas and the nominal allocations. The thematic reporting system enables Oxfam to capture some of the more qualitative elements of these areas of work. This process enables us to better establish more proportionality in PPA reporting, balancing funds received with results achieved.

DFID Response:

Oxfam has demonstrated a commitment to M&E in this section of the report, but the diagram provided is unnecessary.

It is good to see the discussion around the mixed quality of evaluations and Oxfam's commitment to ensure that lessons learned through the Effectiveness Reviews are extended to Oxfam's wider portfolio of evaluations.

The information on how Oxfam uses the PPA logframe to monitor progress is useful but we would also like to see more here about the way in which monitoring is used for management, and how both monitoring and evaluation is used to inform more challenging decisions.

I: DISABILITY

Oxfam aims to create a positive working environment that enables all employees and volunteers to realise their full potential. Oxfam is committed to respecting diversity and difference and to encourage good relations between those with disabilities and those without. Oxfam believes it will benefit from employing, retaining and developing people with disabilities at all levels of responsibility and across all areas of work where this is reasonably practical.

At a corporate level the organisation's 'Disability and Impairment' Policy sets out Oxfam's definition of disability as well as key management responsibilities to ensure that there is a commitment to tackle any prejudice or discrimination that disabled people may experience. Management responsibilities are as follows:

- Improve recruitment of disabled people.
- Make every reasonable effort to ensure that if an employee or volunteer becomes disabled they can stay in employment or continue to volunteer.
- Develop greater awareness of disability amongst all employees and volunteers.
- Where reasonable, provide accessible services, environments and buildings.
- Review the organisation's progress on an annual basis.

These guidelines outline what is expected from Oxfam managers to successfully meet Oxfam's commitments to achieving disability equality.

Oxfam also has a Positive Action Policy that considers people with disabilities (PWD) for Oxfam's workforce. Oxfam believes that certain groups globally and in each society have been marginalised and are under-represented and that to succeed as an organisation Oxfam must have a diverse group of leaders, employees and partners that can equip Oxfam to work in the most relevant and effective ways to deliver its mandate. By taking a Positive Action approach, Oxfam is consciously not limiting itself to preventing unfair discrimination. Instead, Oxfam takes active steps to facilitate greater representation of people from marginalised and under-represented groups in its workforce. In doing so, Oxfam recognises that marginalisation and under-representation is perpetuated not only by deliberate negative action but also a lack of positive action to redress it.

At a programmatic level, Oxfam also takes disability seriously. For instance, Oxfam recognises that in disasters, and notably more so in conflicts, the number of people with disabilities (PWD) may be much higher than in other contexts, therefore consideration is given to the needs of PWD and modifications should be made to the programme. Oxfam believes that effective programming in emergencies is not only important for human health but also for human dignity and this should not only be a right for non-disabled people but also for PWD. This may include adding in a disabled access unit into a latrine block in a camp, or providing commode chairs, bedpans or additional hygiene items to allow the person to be able to manage their water, sanitation and hygiene needs with dignity. To support this, Oxfam has therefore developed a number of humanitarian Guidance Notes and Technical Briefs for field staff that support a better understanding of how to work with PWD. Examples of these would include: guidance notes on collecting disability disaggregated data in beneficiary counting and Technical Briefs such as 'Designing Facilities with Physically Vulnerable People' and 'Vulnerability and Socio-cultural Considerations for Public Health Engineering in Emergencies'.

Handicap International and HelpAge may also be technical partners in country programmes or in inter-agency country consortia to ensure joint programmes take account of disability issues

DFID Response:

We welcome the information on Oxfam's approach to inclusion in employment and hope that this is underpinned by a robust monitoring and analysis system so that any issues can be identified and targeted interventions developed.

We were unable to identify from the response if Oxfam's approach is underpinned by a systematised approach/ strategy to ensure that pockets of good practice can be shared across programmes and indeed your wider network.

Annual Review - Summary Sheet

Title: Annual Review of Oxfam's CHASE Programme Partnership Arrangement		
Programme Value: £1.6m	Review Date: 1 July 2015	
Programme Code: 202758	Start Date: 1 April 2014	End Date: 31 March 2016

Summary of Programme Performance

Year	2012	2013	2014	July 2015
Programme Score	A+	A+	A+	A
Risk Rating	M	M	M	M

Summary of progress and lessons learnt since last review

In the 2 new workstreams for 2014/15, Oxfam has begun implementing the workplans and is making progress towards embedding the resilience measurement and humanitarian standards frameworks in policy and practice. Building on learning from WWS, Oxfam has strengthened its ability to work in fragile contexts, including designing programme guidance for fragile contexts. Meanwhile, ACCRA has been in a period of critical consultation and reflection on how to deepen the impact of its work, and has built up partnerships with national CSOs to facilitate this. Campaigning on the Arms Trade Treaty has significantly surpassed expectations as it became one of the fastest ever arms treaties to enter into force. The Contribution to Change methodology was applied this year for the first time, to evaluate the DEC response to Typhoon Haiyan.

Summary of recommendations for the next year

Measuring Resilience: Continue to engage PPA Learning Group on characteristics and drivers of resilience to inform sector-wide approaches to resilience measurement.

Humanitarian Standards: Focus on the further roll out of the standards, and integration with Oxfam's own quality systems and quality standards

Within and Without the State: Invest further in documenting learning from the PPA period on non-linear change and monitoring and evaluation metrics.

ACCRA: Continue to innovate and increase the reach of ACCRA's work by focusing on work with local CSO.

Arms Trade Treaty: Focus on building the capacity for robust implementation of the treaty and strong monitoring and evaluation of the ATT advocacy.

Contribution to Change: Evaluate the overall use to understand its' impact on the quality of humanitarian response programme design.

A. Introduction and Context

Outline of the programme

Through the CHASE PPA, Oxfam aims to make improvements to humanitarian and security policy to reduce the impact of conflict, fragility and disasters. Oxfam has a 'One Programme' approach, combining humanitarian, long term development programming and advocacy to create a programme that contributes to meaningful change. This is done through 6 workstreams: Measuring Resilience (MRes), Humanitarian Standards (HS) (both of which were new work streams for the extension period); Within and Without the State (WWS), the African Climate Change Resilience Alliance (ACCRA), the Arms Trade Treaty (ATT), and the Contribution to Change (C2C) guide. These work streams seek to increase the impact of humanitarian interventions, improve the capacity of civil society to withstand shocks, enhance resilience and contribute to global advocacy efforts to end some of the root causes of fragility and conflict related to the arms trade.

Oxfam is on track to meet its targets and achieve the overall outcomes. This is because the various workstreams are already demonstrating their contribution to sector wide initiatives that shape humanitarian and security policy. For example, this year **ACCRA** continued to open strategic opportunities to integrate resilience in governments' existing systems, processes and practices in 3 countries, and contributed to more transparent, accountable and inclusive government decision making. The earlier than anticipated entry-into-force of the **ATT** in 2014 has shown a significant step forward in international humanitarian law. Together, this already demonstrates progress towards improving humanitarian and security policy and practice in civil society and governments.

Overall output score and description

Overall Output Score: A. Oxfam met or exceeded most of the key output milestones for 2014-15. The **MRes** workstream fell short of one milestone, primarily because Oxfam has taken a more comprehensive approach to embedding resilience thinking in programme design. The milestones for **HS** in 2014-15 are largely process related, and are thus on track. **WWS** and **ACCRA** have both exceeded their milestones, largely because of new approaches used by both to focus on enabling other CSOs to engage with states. **ATT** surpassed its milestones by making use of learning from previous campaigns, to design a 'Race to 50' approach that resulted in one of the fastest arms agreements to enter into force on the global stage. While the **C2C** guide fell 11% short of its sales/downloads milestone for 2015, at an output level Oxfam believes the more valuable measure of success is that it is now being applied to relevant humanitarian interventions to assess interagency contribution to responses.

Key Lessons

Complex social and policy change always takes time however the fragile and conflict affected contexts in which Oxfam works often experience more complex, non-linear pathways to change. **WWS** highlighted the challenges of meaningful civil society building and the importance of sustained intervention. In 3 countries, the programme has been in place for 3 years and has operated within periods of conflict and non-linear change. In Yemen however the programme was less established, and less able to cope with rapid changes in context in 2015. **ACCRA**, has worked over a long period of time with complex systems to demonstrate that systematic change at scale is possible. **ATT** now grapples with the complexity of ensuring effective and robust implementation of the Treaty, in a situation where there is perhaps less knowledge than expected about the topic.

Key actions

MRes: work with Oxfam's resilience advisers and programmes to embed the resilience framework in design. **HS:** integrate standards into relevant internal processes, policies, trainings etc. **WWS:** programme evaluation to collect learning and inform future conflict and fragility programming. **ACCRA:** embed programme in local CSOs to ensure sustainability of local advocacy, while engaging at the global/supra-national level. **ATT:** work with the Africa ATT campaign to realise the 'hard to reach' results with African states. **C2C:** continue to monitor and report sales/download figures.

Has the logframe been updated since the last review?

Yes. This update included more specific assumptions for the **measuring resilience** work; additional output indicators for **humanitarian standards** output to reflect the adoption of the Core Humanitarian Standard (CHS) and new strategies (including inter-agency sharing, and deeper integration into technical standards); increased targets for **ATT** ratification to match unprecedented speed of the treaty's ratification.

C: DETAILED OUTPUT SCORING

Output Title	<i>Measuring Resilience: Conceptual and analytical framework for measuring and understanding resilience is refined and agreed</i>		
Output number per LF	1	Output Score	B
Risk	Low	Impact weighting (%)	10
Risk revised since last AR	N	Impact weighting % revised since last AR	Y

Indicator(s)	Milestones	Progress
Resilience measurement framework is refined, field-tested and shared.	Trial evaluation of at least 4 Oxfam projects using the resilience framework and framework applied in the design of at least 2 new resilience-related projects.	Oxfam has conducted 4 effectiveness reviews of projects, testing the resilience framework in Bolivia, Chad, Thailand and Nicaragua.

Key Points

In 2014-15 Oxfam field tested its approach to resilience measurement in project effectiveness reviews. Through these reviews, Oxfam further adapted and refined its conceptual and analytical framework on resilience measurement. Oxfam identified more specific intermediary indicators for measuring resilience, related to 'key characteristics' of resilience to focus its approach. This approach was adopted and endorsed by the PPA Resilience Learning Partnership Group. Oxfam has been testing and developing its thinking on the wider concept of resilience, based on learning and evidence gathered from across the Oxfam confederation and the PPA resilience learning group. As a result, in May 2015, Oxfam launched a new confederation wide 'Framework and Guidelines for Resilience Programming' which will be used as the basis for learning, capacity building and programme design. This will be used to refine and agree a final framework for measuring resilience by the end of the PPA period.

A framework and guidelines address programming and therefore broader than the framework for measuring resilience via effectiveness review was circulated internally and to a number of external partners in May 2015 and subsequently amended. It is now going through the Oxfam International sign-off process. Oxfam is now reviewing and developing its MEAL for resilience by looking beyond measuring resilience in the context of effectiveness reviews to processes of monitoring, evaluating and learning from and during programmes.

The measuring resilience framework was not applied to a second resilience related project in 2014/15 because of the broader transition in Oxfam's strategy around resilience programming. The move towards a new, more comprehensive resilience programme framework has gone beyond simply measuring resilience, to looking more coherently at how Oxfam designs, implements and measures its resilience related work. Because of this changing narrative on resilience programming, Oxfam were not able to effectively apply the measurement framework during programme design. Instead, during this transition Oxfam have largely focused on doing ex post evaluations of resilience programmes (i.e. through effectiveness reviews) and working with the cross confederation group to create programme design guidance that compliments the resilience measurement framework. Now, with a new theory of change about resilience programming implemented in May 2015 Oxfam have the opportunity to apply this theory of change and measurement approach in the design of new resilience programmes.

Recommendations

- Continue to engage other PPA agencies, via the learning partnership, on key thinking around resilience measurement emerging from this workstream and testing both characteristics and drivers of resilience.
- Revise resilience measurement framework to build on Oxfam's new resilience framework and increased focus on 'drivers' as opposed to 'characteristics' of resilience.
- Conduct follow-up evaluation of effectiveness reviews using the resilience measurement

Risk revised since last AR	N	Impact weighting % revised since last AR	Y
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Indicator(s)	Milestones	Progress
Relevant and accessible core standards aligned with global humanitarian standards developed and agreed	100%	75% - CHS has been launched and adopted by Oxfam. It is not yet complete as supporting materials have yet to be developed.
# of Oxfam staff participating in the roll-out, design and testing phase to increase relevance and recruit 'champions'	100	114 staff members have participated in development via steering group, survey, interviews and presentations and familiarisation exercises.
# of Oxfam programmes that include the CHS commitments in their strategic plans, evaluative processes, response plans, contingency plans, proposals and PIPs	0	N/A - output will not be achieved until after roll-out phase.
# of Oxfam monitoring and evaluation and partner staff trained in the CHS	0	N/A - output cannot be achieved until CHS is completed.

Key Points

Oxfam has made a significant contribution to the development of the CHS and accompanying Guidance and Indicators, including reviewing and chairing the Indicator and Guidance Notes Interagency Working Groups. As this is a consultative process, not under Oxfam's control, progress towards finalising the standards have been delayed, but is expected to be completed by September 2015. To embed the standards Oxfam has focused on awareness-raising activities, for example, creating an internal steering committee, staff surveys, interviews, and providing contributions to existing workshops. Initial progress has been made on aligning Oxfam's evaluation framework with the CHS and adapting its own technical standards to increase its mainstream quality across all programmes. Oxfam has extended its interagency reach, establishing a joint field testing group to develop, share learning and jointly promote the take-up and integration of CHS into sector. We discussed a score of A or B on this indicator as although one milestone has been exceeded, another significant one has not been met – but due to the completion of the CHS not being under Oxfam's leadership we can just about grant an A score.

Recommendations

- The project should engage additional support from senior Oxfam leadership to promote the CHS and strengthen the organisation's messaging that the CHS is now a core Oxfam and sector reference for quality programming.
- The processes of creating a single humanitarian unit for all Oxfams include the adoption of shared systems, including programme quality standards. Whilst the change process may constrain the speed of roll-out, it should provide more opportunities for the integration of the CHS into new shared systems as they evolve.

Output Title	<i>Within and Without the State (WWS): 180 civil society organisations and change agents in fragile contexts are supported to have strengthened relationships with citizens and with the State</i>		
Output number per LF	3	Output Score	A
Risk	<i>Medium</i>	Impact weighting (%)	23
Risk revised since last AR	<i>N</i>	Impact weighting % revised since last AR	Y

Indicator(s)	Milestones	Progress
# and type of CSOs and change agents receiving training and participating in learning processes	125	WWS programme worked with 7 CSOs and 142 change agents in trainings on peacebuilding, accountability, and gender awareness. (+19%) (Women: 78; Men: 64).
# and type of state-society engagement mechanisms piloted (public accountability forums, MP/public dialogues, etc.)	25	19, of 6 different types (10 community film screening, 2 community workshops, 2 meetings between local government administrators and community accountability committees, 2 peace and stability dialogues, 2 community meetings & gender awareness and 1 dialogue on human rights, child rights and women's rights) (-24%).

Key Points

Within and Without the State (WWS) worked with 5 local CSOs and community accountability committees in South Sudan, 142 individual change agents in learning processes and engaged over 300 individuals in South Sudan in 19 state-society forums. Due to the rapid escalation of conflict in Yemen, the programme was closed in March 2015. In Gaza, the programme was suspended during the recent conflict, but has now resumed. Internal changes in Afghanistan delayed delivery, but it is now back up to speed and working with one national and one local CSO partner. Learning from WWS was further embedded in Oxfam's work in fragile contexts. This has led to stronger analysis for programme design, improved staff capacity for implementation, more relevant indicators specific to fragility, and improved ability to select and work with partners. We discussed a score of A or B on this indicator as some of the milestones have not been met – this was partly due to the conflict situation in Yemen and out of Oxfam's control, so on balance we have scored an A.

Summary of responses to issues raised in previous annual reviews

Insecurity & Conflict: WWS has shown that in fragile and conflict affected contexts, there are tipping points, beyond which if a programme is not established enough, it is not possible to operate. Due to a slow start up period, by March 2015 WWS in Yemen had reached a tipping point and was not well enough re-established to withstand the shocks brought on by the sudden escalation of conflict. The decision was taken to close this element.

Metrics for State/Society Engagement: Oxfam chose to measure the number and type of state-society engagement mechanisms to monitor the breadth and replicability of new ideas being piloted. In 2015-16 it will seek to better understand the relative effectiveness of the different mechanisms piloted through new metrics.

Recommendations

- Revise the logframe indicators to increase targets to reflect learning and replicability, and new metrics on the effectiveness of different state-society engagement mechanisms.
- Invest further in documenting learning from the different experiences of South Sudan and Yemen to identify programmatic learning. Learning review outcomes to be shared with DFID.

Output Title	<i>African Climate Change Resilience Alliance (ACCRA): 30 Southern NGOs are supported to have stronger capacity to influence government decision making on climate related crises and slow onset processes</i>		
Output number per LF	4	Output Score	A+
Risk	<i>Medium</i>	Impact weighting (%)	24%
Risk revised since last AR	<i>N</i>	Impact weighting % revised since last AR	Y

Indicator(s)	Milestones	Progress
# of Southern NGOs and Alliance members receiving training and participating in learning processes.	10	7 Southern CSO membership networks (3 in Mozambique and 4 in Uganda). 10 new NGOs (Mozambique) and 6 Alliance members have been actively involved in training and learning processes.

Key Points

African Climate Change Resilience (ACCRA) has been in a period of in-depth reflection with a range of stakeholders to explore how to deepen and broaden the impact of the work and approach. A critical element of this is how to better support southern led civil society to make a similar contribution at scale. In addition to expanding the alliance from 5 to 6 INGOs, ACCRA has worked with 10 new local NGOs and adopted a local CSO networks approach to achieve greater impact. In **Mozambique** the programme has focused on strengthening local CSO capacity to engage government specifically on issues of climate change adaptation and REDD+. The programme has partnered with the International Institute for Environment and Development (IIED) to implement Tracking Adaptation and Measurement (TAMD) framework. This is an initiative that empowers communities to set indicators for adaptation effectiveness which inform national climate and adaptation monitoring and evaluation systems. Mozambique was the first country in Africa to launch its climate smart participatory development M&E framework. In **Uganda**, this work has focused on mobilising 20 CSOs through networks to contribute to the development of climate change policies. The Ugandan team has also begun replicating the TAMD framework process, with IIED and learning from Mozambique. In **Ethiopia**, ACCRA has continued the successful model of seconding CSO staff into government ministries and thus opening an opportunity for government to acknowledge the value of CSOs – for the first time, evidenced by the acceptance of gender issues in the government’s Climate Resilient Green Economy strategy.

Summary of responses to issues raised in previous annual reviews

Shifting focus to supporting Southern NGOs: Progress towards supporting southern NGOs to influence government decision making, has been slower in Ethiopia than in other countries, mainly due to government restrictions on NGOs. However the programme has identified 4 local CSO networks to engage in the final year of the PPA funding.

Recommendations

- Incorporate more frequent gender and power analysis within programme to understand continuous shifts in power and gender roles.
- Continue to innovate (e.g. different, simpler games) on how to raise awareness about climate change to change people’s mind sets.
- Increase ACCRA’s influencing at global, regional and national levels to simultaneously allow effective learning, especially on key issues like climate financing, adaptation vs. other priorities for poor countries, and gender/power relations.

Output Title	<i>ATT: At least 100 government officials (from at least 30 governments) receive technical and legal support in the development of roadmaps towards the ratification and implementation of the ATT.</i>		
Output number per LF	5	Output Score	A+
Risk	<i>Medium</i>	Impact weighting (%)	23
Risk revised since last AR	<i>N</i>	Impact weighting % revised since last AR	Y

Indicator(s)	Milestones	Progress
# of government officials that receive support to enable necessary legislative institutional and procedural changes in order to achieve ratification and implementation of the ATT.	At least 50 (from at least 10 governments)	Direct support to 30 government representatives via Saferworld's Expert Group on Implementation meetings and the Control Arms Seminar on the ATT in Burundi; briefing papers have been shared with over 100 officials from more than 40 governments
# of NGOs and Control Arms partners receiving training and participating in learning processes	25	30 NGOs from Southern States have received detailed training at workshops at ATT meetings.

Key Points

Oxfam, via Control Arms, has supported diplomats, politicians and civil servants through implementation workshops, provision of technical briefings at informal and formal ATT preparatory meetings, dedicated workshops in Costa Rica, Burundi, Indonesia, Philippines and UK, and in person and written briefings in capitals and at the UN. Work with 30 Southern NGOs has built their capacity to work with governments in ratification and implementation process in their countries, and at the regional and global levels.

Summary of responses to issues raised in previous annual reviews

Critical to Maintain Momentum for Ratification: This year saw the ATT become the fastest ever entry-into-force of an arms control treaty, in part due to Control Arms' continued momentum and work with governments and the application of learning from previous campaigns into 'Race to 50' challenge. 'Race to 50' drew together learning from previous treaty campaigns run by Oxfam and Control Arms, to challenge countries to be among the first 50 ratifications, and thus sped up ratification tremendously. This demonstrates what is possible when governments and civil society work together with sufficient political will to achieve a common goal. The challenge to Oxfam and Control Arms will be to continue that momentum to (a) bring more African States into the treaty and (b) ensure robust implementation of the treaty.

- As ATT has entered into force ahead of expectations, emphasis going forward should be on robust treaty implementation and further inclusion of Southern States and NGOs in ATT decision making at global level.
- Strengthen monitoring and evaluation of campaign to contribute to a robust evidence base on ATT advocacy.

Output Title	<i>2019: 4,000 contribution to Change Guides and associated tools on humanitarian impact distributed to MEL managers and consultants</i>		
Output number per LF	6	Output Score	B
Risk	<i>Medium</i>	Impact weighting (%)	10
Risk revised since last AR	<i>N</i>	Impact weighting % revised since last AR	Y

Indicator(s)	Milestones	Progress
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# of guides/toolkits sold and/or uploaded	3,500	3,116 copies in total sold/downloaded (-11% variance). (2,625 print copies, 490 electronic downloads from Oxfam's website).
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Key Points

Building on 2,827 guides sold or downloaded in 2013/14, a further 289 guides were sold/downloaded in 2014/15, bringing the total to 3,116 copies (or 89% of the milestone). Methodology has been used to measure impact in Philippines response for DEC agencies in January 2015. In March 2015, Oxfam presented results to a webinar of 55 people. Over 90% of attendees reported that 'they would consider using the methodology to evaluate a response', indicating that there is still significant interest in the guide.

Summary of responses to issues raised in previous annual reviews

Continued Output Reporting: Oxfam continues to report on revised milestones for the output, however recognises there maybe limits to how many copies can be sold/downloaded within the PPA timeframe. According to the publisher, 'we are not at the point of having seen the full sales pattern for this title as there will be additional customers for copies once it is more frequently cited/reviewed and this can last for up to 5 years after publication'.

Recommendations

- Continue to monitor and report on overall sales figures to end of PPA.
- Evaluate use of methodology over a longer time to see if evaluation results have any impact on quality of response programme design, and achievability of proposed outcomes.

D: VALUE FOR MONEY & FINANCIAL PERFORMANCE

Key cost drivers and performance

Main cost drivers of CHASE PPA workstreams are country-specific, overarching external drivers of costs continue to include exchange rates, inflation and taxes. Rapid changes in local exchange rates and inflation result in sudden and unexpected shifts in costs of implementation. The collapse of the South Sudanese Pound and sustained inflation has increased operational costs of **WWS**, have made it difficult to retain international staff (who are paid in local currency).

VfM performance compared to original VfM proposition

Oxfam uses the '4E' framework (equity, effectiveness, efficiency, economy) to frame its approach to VfM. Oxfam has built on VfM proposition in the business case by:

- Ensuring efficiency through consortia and partnership approaches, by maximising different organisational skills of each (e.g. maximising Oxfam's speciality in gender in **ATT and ACCRA**)
- Improving effectiveness by remaining agile and responding to new sector wide approach to humanitarian standards (**HS**)
- Leveraging significant additional funds to increase for **ATT** and **WWS** work and achieve significant results with minimal PPA investment
- Improving programme quality through sharing and spreading learning and good practice across countries in **ACCRA** and **WWS**
- Maximising economy and efficiency through use of technology like webinars to share training with sector, which reduces overall cost per training (**C2C**)
- Continuing to work towards equity, by incorporating more gender specific approaches in **WWS and ACCRA**.

Assessment of whether the programme continues to represent value for money

The 6 workstreams appear to represent good VfM for Oxfam as they are designed to be catalytic and generate wider, self-sustaining change through a mix of work with communities, CSO, local governments and international influencing. Going forward Oxfam's programmes are continually applying new learning (for example through an annual learning even in **WWS**), to adapt and strengthen existing work and capitalise on emerging opportunities. VfM for DFID is not possible to determine at this stage.

Quality of financial management

Financial management is improving. Oxfam uses both a budget and forecast ledger, so every country can review reports showing both the plan and latest forecast. Programme management system allows managers to phase budgets and update forecasts and report actual and budget expenditure by account line. One key area for improvement is realism on phased plans – ensuring when plans are developed there is a realistic understanding of what is required to start up programmes and that Oxfam adjust as circumstances change. This is particularly important in fragile/conflict affected programmes where sudden changes in security can impact significantly.

E: RISK

Overall risk rating

Programme risk remains at medium.

Outstanding actions from risk assessment

No actions outstanding.

F: COMMERCIAL CONSIDERATIONS

Delivery against planned timeframe

Most of CHASE PPA project objectives are on track against timeframes. Where work streams have exceeded expectations, logframe has been adjusted to reflect this. For example, when Oxfam realised **ATT** would reach its targets for March 2016 one year early, it adjusted the logframe to bring those targets forward to 2015 and use final year to focus on hard-to reach countries for ratification in Africa. **C2C** workstream continues to fall behind in sales/downloads, suggesting estimated timeframe for that output was unrealistic. It is anticipated that with time, sales patterns will reach objectives, with minimal further effort from or costs to Oxfam over a more sustained period. ACCRA and WWS are on target to deliver in the agreed timeframe.

Performance of partnerships

Each workstream is delivered with and through its own partners, specific to its objectives. **MRes**: PPA learning group on resilience, and cross-Oxfam resilience metrics groups inform, Oxfam's evolving framework for resilience measurement. **HS**: Oxfam is working with CHS, as opposed to developing its own. CHS Alliance and other agencies involved in interagency working groups on indicators and guidance notes (both of which Oxfam chairs) are main partnerships involved. This has at times slowed progress, but has allowed a more participatory process and a more representative standard to emerge. **WWS** is primarily delivered through local partners. Both Afghanistan and South Sudan reviewed their existing partnerships from first phase. Through this, both country teams identified some existing, and some new partners who were better positioned to deliver specific elements of the programme (for example because of their expertise on advocacy, or gender). **ACCRA** is working closely with CSOs and national governments to multiply their advocacy work, and developed a new strategic partnership with IIED to implement TAMD approach through ACCRA. Oxfam's **ATT** work is delivered through Control Arms – who then works in partnership with over a hundred local CSOs in countries.

Asset monitoring and control

Oxfam has standard operating procedures that govern management and monitoring of its assets. Oxfam distinguishes between OGB and donor assets in financial accounting. OGB assets are capitalised and depreciated over a fixed period depending on type of asset and in line with accounting policies. Donor assets are expensed against contract as they are acquired. For both OGB and donor assets management and monitoring is performed through the use of asset registers. These registers are kept manually in excel except in locations where Oxfam has implemented Helios. In all cases registers record date of purchase, cost, donor where applicable, location, asset number, depreciation (where applicable), condition, disposal date (where applicable), method of disposal, value and for donor assets the donor approval for disposal. Assets are physically verified once a year and asset registers are submitted as part of year end procedures for audit verification.

H: MONITORING & EVALUATION

Evidence and evaluation

Oxfam operates with a general theory of change, and more specific TOCs for each workstream. Continual gathering of evidence has enhanced programme delivery and encourage elements redesign in several programmes. For example, evidence from **ATT**, demonstrating effectiveness of 'Race to 50' campaign is being applied in Africa ATT Campaign, to support greater ratification. **ACCRA** has demonstrated that its integrated three track approach (research, capacity building and influencing) has great potential for transformative change, however has shown that a longer term approach is needed to fully sustain ACCRA's progress and systems oriented approaches and achievements. **Evaluation Planning:** evaluations are planned for final year of PPA for ACCRA and WWS, in addition to overall evaluation of CHASE

Monitoring progress throughout the review period

Oxfam's CHASE PPA funded workstreams are monitored and reviewed quarterly against their monitoring, evaluation and learning (MEAL) frameworks. Annually, all workstreams prepare reports, with feedback from beneficiaries, analysis of progress, learning and recommendations for Annual Review. Further, **WWS** in South Sudan, undertakes more frequent monitoring, whereby partners monitor and report monthly, and country project manager and MEAL coordinator conduct quarterly field visits. They use feedback from beneficiaries to better understand emerging impacts on beneficiaries' understandings of gender roles, relationships between duty bearers and constituencies, and satisfaction with service delivery from local authorities. **ATT** obtains feedback letters from government officials to understand its value and ability to influence their direct beneficiaries of their advocacy work.

I: DISABILITY

WWS focuses on building the capacity of civil society to respond to shocks in fragile and conflict affected contexts. For WWS in the Occupied Palestinian Territory and Israel, disability has taken a centre stage. Women With Disability (WWD) are one of the vulnerable population groups that has been most impacted by the 2014 war in Gaza. Around 40,000 people with disability are living in the Gaza Strip, approximately 20,000 of them are women. Both women's organizations and displaced people's organizations acknowledge that they have failed to address the overlap of women living with disabilities. WWS in Gaza attempts to bridge this gap by developing specific, actionable Contingency plans to support WWD during times of conflict. WWD will be actively involved in the design and implementation of the programme itself through workshops to inform design the contingency plan and empower WWD's own skills and knowledge for better addressing their needs and will represent a ground for the development of volunteers' network.