PPA Self-Assessment Review[1]

Complete areas within white boxes only

Reporting Year	2008-09

Part A – Basic Information[2]

PPA partner	Oxfam GB

Niche statement	Oxfam is part of a global movement calling for action and achieving results to help end poverty, inequality and suffering through effective campaigning and long-term development work. A common theme running through our PPA is that of empowering people to bring about lasting change, either for themselves (the right to a sustainable livelihood and the right to be heard) or for others (building support for development). Oxfam continues to strengthen efforts to carry out women's empowerment and gender equality ('gender mainstreaming') across all our programmes.

	2004/5	2005/6	2006/7	2007/8	2008/9*	2009/10	2010/11
PPA funding (£)	7.2 m	9.5 m	8.9 m	10.4 m	11.2 m		
As % of total organisational income	2.84%	3.06%	3.06%	3.47%	3.63%		

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	13.0 m	11.2 m	12.1 m	10.3 m	10.3 m		

*NB figures for 2008/9 are preliminary and are yet to be signed off by auditors.

Summary of partnership with DFID and other DFID funding[3]

In addition to the Programme Partnership Arrangement, Oxfam signed 15 contracts with DFID over the course of 2008-09, with a combined value of £19.4million.

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[1] This self assessment review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground

[2] Part A is a useful snapshot of the full relationship between DFID and each PPA holder.

There is an opportunity to expand on some of the non-financial aspects in Part D 'Partnership with DFID' but we wanted to expand Part A to reflect the fact that our partnership with DFID is not purely financial.

[3] This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation. Note the wording has changed from 'relationship' to 'partnership'.

While it may not always be clear from which departmental budget each contract originates, grants can be broken down by sector as follows:

- **Humanitarian** – £10,203,115
- **Development** - £8,099,962
- **Campaigning** - £1,129,000

Highlights in "business" side of the partnership with DFID during the year included:

- The signing of a £5million, 6-year contract with DFID for '**Raising Her Voice**' with funds from the Governance and Transparency Fund;
- Winning a competitively tendered contract for the Administrative component of the **Kenya Hunger Safety Net**, with a value of £3million;
- Securing an additional £2million on our PPA for work to **build a southern campaign voice on climate change** in the run up to the UN conference in Copenhagen in December 2009;

A full breakdown of all grants received over the course of f/y 2008-09 is attached to this report as **Annex 1**.

Approximate % of total organisational expenditure allocated by sector or theme[4]

Oxfam's work is divided into five aims – expressed as rights. The spend for each of these five aims for financial year 2008/09* as follows:

Right to a **Sustainable Livelihood** - 18.39% (£43.1 million)

Right to **Basic Social Services** – 10.07% (£23.6 million)

Right to **Life and Security** – 40.74% (£95.5 million)

Right to be **Heard** – 8.32% (£19.5 million)

Right to **Equity** (Gender and Diversity) – 10.71% (£25.1 million)

Support Costs – 11.77% (£27.6 million)

Total Charitable Expenditure – £234.40 million

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[4] This should provide an indication of your overall organisational allocations by sector or theme (i.e. not limited to your PPA).

The % breakdown may change from year to year and is intended to reflect key organisational priorities for the Reporting Year under assessment.

Part B - Progress against PPA Strategic Objectives[5]

Progress to date against PPA purpose statement
To work towards a world where resources and power are distributed more equally and where everyone's rights to a livelihood and a say in their future are upheld
Oxfam has made a good start to tackling the objectives in the current agreement. In the first half of the financial year 2008/09 we set up an indicative portfolio of 23 programmes to report on the PPA. Information about the programmes and the baseline data for the indicators in the performance framework is available in the baseline report which we entitled "Measuring Change": (http://www.oxfam.org.uk/resources/evaluations/downloads/oxfam_measuring_change_report.pdf)   All 23 programmes have submitted information on their progress, rating themselves on their confidence that they will meet their respective targets. The picture for each strategic objective is as follows: SO1: **Smallholders' power in markets** – Oxfam has strength in depth across the 8 programmes reporting. Colombia and Indonesia demonstrates especially positive progress with results documented already. The St Lucia programme is being significantly redesigned following an independent evaluation.   SO2: **Disaster risk reduction and climate change adaptation** - This is a relatively new area of programming for Oxfam and, as a consequence, the general level of confidence in our ability to meet the targets we have set is slightly lower than for the more established programme areas (SO1 and SO3). The Peru country programme is closing and we would welcome discussions on suitable replacement programmes in the portfolio.   SO3: **Demand for good governance** – A good start has been documented across all 6 programmes in the portfolio with strong well-established programmes in Bangladesh and Vietnam leading the way.   SO4: **Youth in the UK** – Oxfam's Youth team have made a solid start, piloting a number of interventions following a reorganisation, with a very strong emphasis on monitoring and evaluating the pilots for scale-up over the coming years.

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[5] The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

This is also an opportunity to generate a rich picture of PPA funding and demonstrate its value.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1:

Rural agricultural producers/processors in 8 countries are more organised to gain greater power in markets and influence policies/trade agreements

We have chosen to report on all indicators in the performance framework, for all objectives, to give as representative a picture as possible of the performance of the portfolio of programmes

Indicator 1.1:

Average household-level data on indicators of poverty improves from X to Y (in target programme areas and disaggregated by gender)

Progress achieved and challenges faced[6]

The **Colombia** programme (which started in 2006/07) is already achieving results for smallholders that we expect to result in increased income for their families. Monitoring data from the programme, demonstrates that the prices that the programme farmers achieve in Oxfam-sponsored markets are 64% higher than the prices they would otherwise achieve without the programme. There are approximately 1800 farmers currently participating in the programme. A mid-term evaluation is scheduled for November 2009.

The **Indonesia** programme (which started in 2006/07) can also demonstrate results in terms of income and food security for programme beneficiaries. Monitoring data shows that 84% of poor and marginalised households are able to cope with food shortages in the third year of the project comparing to 30 % before project interventions - an increase by 54% of beneficiary households that can cope with the food shortages. This compares with an increase of only 10% in households that are not participating in the programme. Women and women-headed household that engage in project activities have greater food security compared to women in villages not assisted by the project. There is a 51% increase in women-headed households that have a secure stock of food, compared to only a 9% increase in communities not assisted by the project. A final evaluation is scheduled for January 2010.

The **Mali** programme is progressing well with regards to changes in the gender dimensions of decision-making in households, although it remains to be seen whether they can meet their targets on income impacts – which relate to the absolute level of income and the % of beneficiaries that live below the national income poverty line. Recent surveys for the **Honduras** and **Malawi** programmes demonstrate increases in income / assets for beneficiaries.

The other programmes for this indicator (**Tanzania, Occupied Palestinian Territories, Vietnam, Afghanistan**) are progressing fine although are in the relatively early stages of implementation so progress beyond reporting activities is not possible, but the programme staff responsible remain confident in meeting their respective targets.

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[6] Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

List any documentary evidence of achievements[7]
Annex 2 – Honduras presentation "Resultados Actualización 4" outlining survey data from Oxfam partner OCDIH
Annex 3 – Report on Indonesia Measuring Change
Annex 4 – Case-studies from Malawi
Annex 5 – Tanzania Agricultural Scale-up programme report: Local chicken production for local markets

Indicator 1.2:
Specific cases are documented where national/regional advocacy by Oxfam or our partners successfully influences governments to change policies in favour of poor agricultural producers
Progress achieved and challenges faced[8]
The **Colombia** programme has the most convincing case for having already successfully influenced government through their advocacy activities. The programme has seen some advocacy "wins". The critical success factor has been seizing the opportunity of developing the Bogotá food security plan, in order to focus on investing in improving the market conditions for domestic smallholders, rather than pursuing an agenda based on imports or large-scale agro-industry. The role that a "demonstration effect", from the successful related project activities that create alternative marketing mechanisms for smallholders, has played in this advocacy should not be underestimated – Oxfam has been able to show that functioning rural enterprises are capable of bulking to gain improved prices and trading directly in urban markets in a manner that leads to benefits for urban consumers. The other programmes reporting on this indicator (**Indonesia, Tanzania, Occupied Palestinian Territories, Malawi, Uganda**) show varying levels of confidence in their ability to successfully influence governments, not for the lack of early effort on the part of the programmes. An evaluation of the **St Lucia** with quite mixed findings for the programme has led to a significant reorganisation and change of focus over the next two years.
List any documentary evidence of achievements[9]
Annex 6 – Indonesia report on national public consultation on revised food bill draft
Annex 7 – St Lucia Market Access Initiative evaluation

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[7] This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

[8] Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

[9] This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Indicator 1.3:
Increase in the % representation and/or leadership of women in producer/processor groups from X to Y (by target areas and nationality)
Progress achieved and challenges faced[10]
The programmes in **Mali**, **Colombia** and **Indonesia** can all demonstrate to have contributed to greater participation and/or leadership by women in producer groups or other related community organisations. In **Mali**, the annual report shows an increase in women's membership of the decision-making board of the apex producer organisations (Mobiom and AOPP) and in the local cooperatives. In **Colombia**, the number of women participating in the Oxfam-sponsored producer committees has increased from 532 in December 2008 to 654 by July 2009. In **Indonesia**, the programme has seen an impressive change from a situation where, in July 2006, there were no community organisations headed by women in the target areas (51 villages across 4 groups of small islands). As of survey in November 2008, approximately 2/3 of the community groups in all the project sites now have women as the chief of the group. **Occupied Palestinian Territories** are confident that they can meet the targets they have set themselves for the participation of women but it is early days for the project. The **Honduras** programme report that the 20% membership by women on the board of the Agricultural Business Centre has not changed in the past two years, as the current two-year management period has not yet finished, but they are hopeful this will change in the coming years. In **St Lucia**, we think it is highly unlikely that we will achieve the targets we have set regarding the number of women marketing their produce through the Oxfam-sponsored Farm Fresh brand.
List any documentary evidence of achievements[11]
Annex 8 – Video and other details from Occupied Palestinian Territories: https://www.oxfam.org.uk/donate/edp/opt.html

Indicator 1.4:
Increase from X to Y in the number of producer/processor groups linked to profitable supply chains over a period of a year or more
Progress achieved and challenges faced[12]
All programmes in the portfolio reporting on this indicator (except for **St Lucia –** see annex 7) are confident that they will meet their targets on this indicator. **Colombia** has seen an increase from 1003 members of the 21 Oxfam sponsored producer organisations in December 2008 to approximately 1800 in July 2009. The **Tanzania** programme have helped establish over 200 producer groups, but the process of linking them to profitable supply chains (for example, for supplying local chicken to urban markets) is only at an early stage. Data from surveys carried out by Oxfam's partners in **Honduras** suggest that an increasing proportion of farmers in the

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[10] Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

[11] This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

[12] Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

programme are beginning to market their produce directly through greater organisation, rather than accept farm-gate prices from intermediaries. As of April 2009, the programme in **Occupied Palestinian Territories** had linked four producer organisations to profitable supply chains with a fifth being negotiated.

List any documentary evidence of achievements[13]
Annex 9 – Photos from the production activities associated with the programme in the Occupied Palestinian Territories

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5[14] *See footnote 10.*	**2**

Strategic Objective 2:
The rural poor have increased capacity to reduce disaster risk and adapt to climate-related environmental change in 6 countries

Indicator 2.1:
£X additional funding is made available for adaptation to environmental change in rural areas, from national and international sources
Progress achieved and challenges faced
Of all the indicators in the log-frame for the PPA, this is the one that we have the lowest confidence rating in our ability to meet the targets we have set. There are two reasons for this. First, the target is so far out of our control with so many influences on the outcome that the contribution of our work can be washed out by political inaction or the influences of others. This is particularly the case for the **Global Campaign on Climate Change** and the headline target of $50 billion USD over ODA. Second, in the case of country-level or sub-national advocacy efforts linked to programme activities on climate change adaptation, progress has been mixed – the **Peru** country programme is closing; the relevant programme in **Uganda** has yet to start implementation; while in **Bolivia**, our project began implementation in February 2009, so it is still too soon to report on outcomes but we are reasonably confident that they will reach their targets.   The team from the Global Campaign on Climate Change have offered a rating of 4 – only likely to be achieved to a very limited extent. This is our confidence level in the international community committing to required levels of funding, and does not reflect the merits of Oxfam's campaigning work on climate change adaptation, which is generally progressing well (see Annex 10 and 11 for

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[13] This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

[14] Having the ratings at the end of each section puts more emphasis on the earlier narrative and qualitative information, rather than on the quantitative rating.

Ratings to be applied:
  - **1**. = Likely to be **completely** achieved, i.e. well on the way to completion (or completed)
  - **2**. = Likely to be **largely** achieved, i.e. good progress made
  - **3**. = Likely to be **partly** achieved, i.e. partial progress made
  - **4**. = Only likely to be achieved **to a very limited extent**
  - **5**. = **Unlikely** to be achieved

examples of our policy document outputs that form part of our advocacy strategy). On the positive side, in the UK we have managed to successfully advocate for the principle of additionality over normal ODA and feel we had some influence on the Prime Minister's proposal for $100 billion per annum on climate finance. However, the EU is still a long way from agreeing anything and no other countries have made any firm commitment and there are no figures on the table yet.

Future self-assessments for this PPA will feature two additional indicators (2.5 and 2.6) to reflect the extra resources that DFID has given Oxfam as a PPA "top-up" to bolster our work on climate change campaigning.

List any documentary evidence of achievements

Annex 10 - Oxfam's position on what a new global deal on climate change needs to look like (March 2009):
http://www.oxfam.org.uk/resources/policy/climate_change/global_green_new_deal.html

Annex 11 – Policy paper considering the alternative finance mechanisms for climate change mitigation and adaptation:
 http://www.oxfam.org.uk/resources/policy/climate_change/assessing-the-alternatives.html

Indicator 2.2:

Increase in the average number of perceived livelihoods options available for women and men from X to Y (in target programme areas and disaggregated by socio-economic factors where possible)

Progress achieved and challenges faced

Livelihoods diversification as a strategy for adaptation to climate change and risk-reduction measure is a relatively new area of programming for Oxfam. This is another indicator where we may have "over-promised" in the process of setting indicators and targets.

Two programmes in **Bangladesh** (Indigenous Peoples programme and the River Basin programme) both have specific indicators relating to access to land as a precursor to livelihoods diversification. The programme staff have only limited confidence in their ability to bring about the changes they expect in this area.

The programme in Badakshan province, **Afghanistan** reports on a number of specific indicators relating to: cash income from agriculture; labour; animal husbandry; and vegetable production. Specific projects aim to bolster different elements of each of these, and there is a variation in our confidence in our ability to document changes over time under these areas. A repeat survey using the same data collection instruments as the baseline will be carried out in November 2009, one year on from the last survey. In general, the Afghanistan programme is one of the stronger programmes on M&E practice in Oxfam.

The programme in **Uganda** has not yet started implementation, but remains confident that they can meet the targets they have set themselves.

List any documentary evidence of achievements

Annex 12 – Revolving fund micro-credit example in from Afghanistan

Indicator 2.3:
% of the rural poor reporting that they cannot cope with income shocks does not increase from a baseline level of X (in target programme areas and disaggregated by gender of household head)
Progress achieved and challenges faced
This indicator relates to the coping strategies of poor people in the face of multiple risks to lives and livelihoods. Described as disaster risk reduction, this work is progressing well as an area of programming – in Vietnam, Bangladesh and in Afghanistan. In each of these countries the specific risk context is different (flooding, chronic food insecurity), but the theme of vulnerability is consistent.   In **Vietnam**, progress is good and the programme staff believe they should still meet the target. The programme is subject to a mid-term review in August 2009. In **Bangladesh**, two programmes are contributing to this indicator (Indigenous Peoples and the River Basin Programme) and we have confidence that we will be able to meet our targets for both programmes although it is too early to expect to see change since the last survey.   In **Afghanistan**, the indicators relate specifically to coping strategies in the face of food shortages. We are aiming to reduce the number of families that have to cut consumption to bridge the months where food is sparse (the region is effectively cut off to the outside world by snow for several months over winter) and we are aiming to reduce the number of families that have to borrow money to bridge this gap. The mechanisms for achieving this are a range of livelihoods interventions in the area (as listed for indicator 2.2). Certainly, given the challenges of the context, this will not be easy, but the programme is well set up to provide the information needed to come to judgements about how we are performing.
List any documentary evidence of achievements
None

Indicator 2.4:
Women and men at a variety of socio-economic levels within a target community can explain risk factors and demonstrate preparedness, mitigation and preventative measures taken to reduce their vulnerability to disasters (in target programme areas)
Progress achieved and challenges faced
Progress on this indicator is generally good – Oxfam's work on emergency preparedness and disaster risk reduction is an are of strength for Oxfam. **Bangladesh**, **Vietnam** and **Bolivia** all report solid progress on this issue, with the nature and focus of the intervention different in each country. **Uganda** has yet to start implementation but remain confident that they will ultimately reach the targets that they have set themselves. The programme has invested in a baseline survey of the programme issues in the region. The **Peru** country programme is closing.
List any documentary evidence of achievements
Annex 13 – Baseline study for Uganda

What is the likelihood that Strategic Objective 2 will be achieved? Rate 1 to 5. *See footnote 10.*	**3**

Strategic Objective 3:

Poor and marginalised citizens in 6 countries are more effective in demanding good governance and institutional accountability

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Indicator 3.1:

Increase from X to Y in the number of partners (including coalitions) stating that they benefit from constructive engagement with government

Progress achieved and challenges faced

Across the programmes in the portfolio reporting on this indicator, the picture is very good. **Bangladesh**, **Mali**, **Indonesia** and **Nicaragua** have all reported good progress and expect to meet their individual targets. We don't have a self-assessment report for **Honduras**, but this is to be expected – the political situation in Honduras is very difficult at the moment, and some of Oxfam activities have become quite restricted as a consequence.

List any documentary evidence of achievements

Annex 14 – Mali Oxfam International report on Education For All

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Indicator 3.2:

Specific cases are documented where vigilance by partner organisations results in increased implementation of existing government commitments

Progress achieved and challenges faced

This indicator is quite a challenge to live up to for any organisation. Through budget monitoring, advocacy and direct monitoring of government projects on the ground to prevent corruption or the cutting of corners, Oxfam and our partner organisations hope to influence governments in **Vietnam**, **Mali**, **Honduras**, **Indonesia** and **Nicaragua.** The strategy operates at different levels in different countries.

For example, in **Vietnam**, we are working with nascent civil society organisations on a local scale, to build their capacity to monitor government projects – for example, Community Infrastructure Supervision Groups that monitor the building of housing as part of a resettlement programme (see Annex 15) or forming new community-led Water Management Groups that can effectively work with relevant local authorities to raise the quality of water provision to communities.

In **Mali**, we undertake advocacy work as part of the global campaign on health and education. We not only support the provision of basic services, but to also aim to reinforce the capacity of local actors to understand their rights and access decision-makers. We remain confident that we can improve access to clean water for school children and local villagers, and improve the learning environment in the poorest communities.

In **Nicaragua** and **Indonesia**, we remain confident that we can demonstrate progress over the

course of the PPA on the issues of strengthening networks of civil society actors (Nicaragua) and women's rights (Indonesia). We don't have a report for **Honduras** and there is some uncertainty over the coming months about our ability to operate effectively in the country.

List any documentary evidence of achievements
Annex 15 – Photos from Vietnam of the Community Infrastructure Supervision Groups and Water Management Groups

Indicator 3.3:
Government allocation for education and health increases from X to Y in 6 countries
Progress achieved and challenges faced
The time lags associated with this indicator are very long – in terms of the wait for new budgetary data to be updated from the individual countries in question (focused on Georgia, Malawi, Bangladesh, Mali, Nicaragua, India) and we have only just gone through the baseline data collection process. It is too early to comment on the outcomes from the global campaign, unlike the climate change campaign that is more fast-moving in the build-up to Copenhagen (see indicator 2.1).
List any documentary evidence of achievements
Annex 16 – Oxfam GB website for the "Health and Education For All" campaign: http://www.oxfam.org.uk/get_involved/campaign/health_and_education/index.html

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5. *See footnote 10.*	**2**

Strategic Objective 4:
More young people in England, Scotland and Wales, aged 10-18, are able and willing to take effective action for pro-poor change

Indicator 4.1:
Increase from X to Y in the number of young people taking pro-poor action via Oxfam and its partners
Progress achieved and challenges faced
Progress has been good for this objective, shaped significantly by the Monitoring, Evaluation and Learning component of the work, which is very strong. Since the agreement of our new PPA objectives, our UK campaigning and education function have undergone strategic and structural review. This has significantly limited the implementation of pilot youth engagement projects, but despite the disruption we have drawn significant lessons from our first year. These are now being taken forward in our new UK Campaigns structure, in which youth and schools work plays a central role.

Planning and delivery of projects

- We need to be realistic about what a project can achieve – each project does not need to meet every PPA objective.
- We need to understand our audience better to 'meet them where they are'- both teachers and young people
- Replicability/scalability of projects needing face-to-face support from Oxfam is an issue.
- We need to be transparent about our agenda and objectives, and what we can and can't offer schools.
- We need to consider carefully how online and offline elements interact.

Monitoring and evaluation of projects

- Data collected should be meaningful and appropriate – quality is better than quantity.
- MEL should not drive the project.
- We should develop some standard questions for use by every project to get consistency of data.

Between January 2009 and July 2009, **693 young people took action** (with Oxfam involvement) on issues relating to either the climate change campaign or health and education for all.

List any documentary evidence of achievements
None

Indicator 4.2:
X% of young people engaging with Oxfam and its partners state the belief that they have a responsibility to help overcome poverty and their individual action can make a difference
Progress achieved and challenges faced
A pilot project was run in 2008/09 called **ReNew**, in which students were encouraged to redesign and customise old clothes. Through this point of engagement, Oxfam youth team introduced concepts relating to climate change, explaining the link between choices that we make as consumers and the impacts in terms of energy intensity etc. 58% of the young people participating agree "I think I can make a difference towards the effects of climate change". 43% agree "I will do more to tackle climate change".   Another pilot project, **In Focus**, involved a photography competition for young people that encouraged them to submit entries on particular themes that encouraged them to think globally. Of the 49 young people submitting entries, 100% felt able to voice their opinions but only 50% felt inclined to take action in support of their views.
List any documentary evidence of achievements
Annex 17 – One of the entries from young people into the "In Focus" photo competition on the theme of climate change

Indicator 4.3:
Specific cases are documented where young people involved with Oxfam and its partners demonstrate increased skills for effective pro-poor change
Progress achieved and challenges faced

100% of students who took part in the 2nd **ReNew** workshop customised an item and took ideas from the workshop on into their school project work. Alongside this, there is evidence of skills having been developed by the young people as a result of being part of the process.

The Oxfam Youth & Schools team is now a part of the Oxfam UK Campaigns Team. Therefore our work within the youth and education sectors is now at the forefront of Oxfam's public facing campaigns work. This refocus means that education and youth work will have the dual approach of helping young people to learn about global issues, alongside giving them the tools and skills to take action on these issues.

Through our pilot projects, we have developed some strong links with a number of school a teachers, who will play a central role in helping to shape the future of the program

List any documentary evidence of achievements

None

What is the likelihood that Strategic Objective 4 will be achieved? Rate 1 to 5. *See footnote 10.*	**2**

Part C – Lessons Learned[15]

What lessons are being learned from this PPA?

This report, along with our baseline study submitted earlier in the year, represents the first time Oxfam has attempted systematically to measure change at an organisational level. As such, it has been an enormously exciting, valuable as well as a hugely challenging process. Going forward, the project will undoubtedly help lay the foundations of a stronger 'monitoring culture' within the organisation. It is already clear that the initial process of 'baselining' has helped build better understanding of data collection and analysis and has challenged project staff throughout the organisation develop more robust theories of change. More broadly, Oxfam are confident that our approach enables us to capture change within the sheer variety of cultural and political contexts encompassed by the indicative portfolio, while still providing a credible measure of our performance at global level.

Knowledge generation:

- Several portfolio projects, notably Colombia, have used the measuring change process as a spur to develop new data-collection and data base systems. Staff in Colombia pointed out that this has not only improved their M&E but has also increased the credibility of their evidence-based advocacy within Colombia;

- Increasingly, Oxfam's work is concerned with influencing governance structures to be more effective, responsive and accountable – as opposed to direct service provision. Monitoring the impact of our work and the attribution of change to what we do is a far greater challenge in this context. The PPA performance management process has enabled some programmes to pilot innovative ways of capturing the 'qualitative' data essential for measuring 'intangible' changes in the accountability, responsiveness and transparency of governance structures. The Vietnam programme, for instance, has piloted the use of case studies.

Dissemination of Knowledge

- At this stage – early in the PPA performance management cycle - it is probably premature to talk about substantive impact on how Oxfam disseminate information.

- Nevertheless, Oxfam have recently piloted a new approach to communicating change with the UK public. Entitled 'Stories for Change', this approach to communications seeks to mix conventional 'human interest' photo-stories with accessible M&E data, with the aim of more persuasively building the case for development aid. We hope to share the results of this pilot with DFID over the next few months.

Organisational Impact:

- The 'Measuring Change' project has already helped many of our programmes around the world to be clearer about the links between our work and the 'change that we wish to see'.

- As such, it has raised some key questions about the level at which we set indicators. As an example, staff on both the climate change campaign and Bangladesh programmes highlighted that the temptation is to set objectives at the 'change we wish to see' level (to which we can only contribute as one of many actors) as opposed to focusing more on the specific outcomes of Oxfam's work.

- Several programmes (e.g. Mali) are already saying that the 'Measuring Change' project is having an impact, not only in the context of their specific portfolio project, but also amongst their peer Oxfam programmes across whole regions. Coupled with Oxfam's own internal drive

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[15] We left this section fairly open to interpretation.

Additionally, it's an opportunity to show the reach and value PPA money has.

to improve M&E and measure impact more effectively, the PPA process can be expected to have an impact far beyond the 23 indicative portfolio projects over the next few years.

- Several programmes, including Bangladesh, pointed to the fact that the 'Measuring Change' project had helped not only with M&E but overall project design. Specifically, they had been forced to really test the logic model and model of change they were using.

Relationships with others:

- To date, the Measuring Change process has had a relatively limited external dimension - our focus has, perhaps understandably, been focused on gearing up internally to respond to the challenge set the new PPA performance management framework.

- However, two external presentations (both by James Stevenson: Global Adviser on Programme Effectiveness) on our approach to M&E and the role that the relationship with DFID has played in shaping and focusing it, took place in 2008/09:

    - Meeting of the Consultative Group on International Agricultural Research (CGIAR) Standing Panel on Impact Assessment at Embrapa, Brasilia, Nov 2008
    - Roundtable as part of the DFID Evaluation Policy Consultation, Palace Street, London, February 2009

- We have liaised on a regular basis with our fellow PPA agencies on our approach and expectations from the process. Oxfam are part of the BOND PPA group, and will be feed in to discussions on the format of the final evaluation in the early part of 2009-10.

- Interestingly, AusAid recently consulted Oxfam GB (via Oxfam Australia) on the our response and approach to DFID's PPA performance management process with reference to AusAid's own PPA-style agreements with Australian NGOs.

Part D – Partnership with DFID[16]

Partnership with DFID

As highlighted in the relationship mapping exercise in spring 2009, Oxfam is fortunate to have access at almost every level of DFID – from ministerial level downwards - and to almost every department. Indeed, the relationship mapping exercise highlighted some of the challenges in capturing such an incredibly complex set of interactions. But the following represent a number of 'highlights' from the past year:

- **The White Paper:** Oxfam took an active part in consultations around (and reactions to) 'Building Our Common Future'. In the consultation phase, Oxfam submitted detailed comments via BOND – with input from a large number of Oxfam staff both from overseas and HQ departments. Oxfam subsequently published our own reaction in a direct letter to the Secretary of State, after the White Paper was published in July 2009.

- **Humanitarian aid:** This is – and will likely remain – one of the most active areas of policy engagement between DFID and Oxfam. At 'global' level, Oxfam have been a regular participant in multi-agency dialogue with staff from the Conflict, Humanitarian and Security team on humanitarian issues. Much of the debate has focused on how we can work with DFID to push for increased effectiveness of UN funding mechanisms (through which a large proportion of DFID humanitarian funding is now channelled). This global debate around humanitarian aid is mirrored at country level. In DRC in particular, Oxfam has worked closely with DFID to influence the development of reformed UN humanitarian mechanisms. In DRC and Somalia, Oxfam has also argued robustly that DFID should, as one of the largest and most progressive humanitarian donors, retain its own bilateral capacity to fund humanitarian response.

- **Measuring and evaluating change:** In tandem with measuring the impact of our work under the PPA performance management framework, Oxfam have also been working closely with staff within the DFID Evaluation Department of the development of their new Evaluation Policy and revised logical framework format. This two-way exchange, in which both organisations challenge and support each other to drive improvement in policy and practice, is a prime example of the Oxfam-DFID partnership in action.

There are, of course, areas of our relationship that could be enhanced. **Climate Change** represents a major priority area for both of our organisations going forward. However, responsibility for this vast policy area is – for both organisations – split between a number of different departments. The challenge for both organisations – particularly in the run up to the UN Climate Change Conference in Copenhagen – is to be 'joined up' in our thinking and in our policy dialogue. This has not always been the case to date.

Similarly, **building support for development** with the UK public is an area in which both DFID and Oxfam have a strong stake. However, as yet, we have not developed a clear strategy for working together (where we can and where it is appropriate). We are keen to move forward with this and to develop our links with DFID Communications Division in this regard.

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[16] Again, we wanted to focus on partnership over relationship here and have left this section open to interpretation by each organisation.

This is where the mutual accountability framework will slot in, once it has been developed by DFID.

This is an opportunity to expand on some of the information in Part A on the partnership between DFID and PPA holders and a chance to flag up issues.

Again, there is a shift in emphasis from a purely financial relationship to a partnership that is also about learning, accountability and communication with other parts of DFID beyond the Civil Society team.

Part E – Corporate Governance and Organisational Change[17]

> **Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how.**

Oxfam is committed, in partnership with DFID and our peer PPA agencies, to both embracing and driving best practice within the development and humanitarian sectors. The following list of organisational policies is indicative rather than exhaustive. All are available on request:

- Child protection policy
- Staff Code of Conduct (mandatory behavioural code, includes elements on abuse of power, sexual exploitation/abuse etc).
- Equal opportunities policy
- Disability and impairment policy
- Anti age-discrimination policy
- Gender policy (gender equality being one of Oxfam major corporate priorities
- Diversity Strategy

We have played a highly influential role from the outset in the development of the Sphere Charter and Minimum Standards in Disaster Relief, particularly around water and sanitation, public health and food and livelihoods. Oxfam are full members of the Humanitarian Accountability Partnership, have themselves played a key role in developing best practice on accountability in aid. We are members of Keeping Children Safe Coalition and play a leading role in developing policy on preventing sexual exploitation and abuse in aid contexts (we recently helped develop UNHCR's policy on PSEA). We are signatories to both the Red Cross Code of Conduct and the People in Aid Charter. And as a member of the DEC (Disaster Emergency Committee) Oxfam GB has played an active role in shaping and improving performance as set out in the DEC Accountability Framework (http://www.dec.org.uk/cgi-bin/item.cgi?id=270)

Oxfam is committed to reducing its carbon footprint and is in the process of reviewing the entire organisation with a view to setting an ambitious carbon budget. Baseline data is still being compiled, but this will completed and targets set by the end of 2009. In the meantime, amongst a raft of other measures, we are reducing our reliance on air-travel, investing in on-line conferencing and training facilities and encouraging greater use of low-carbon transport by staff when the travel to work.

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[17] This section is about both ticking the basic legal compliance boxes and showing that PPA holders are pioneering dynamic new approaches to e.g. environmental standards.

This also provides an opportunity for PPA holders and other organisations in the sector to learn from each other and presents PPA holders as at the forefront of new approaches to good corporate governance, accountability, transparency, organisational change etc.

This is an opportunity to list which standards and codes you are signed up to (e.g. HAP, Sphere etc).

Emphasising how PPA funding has contributed to improving governance and change in your organisation and how this learning has been shared in order to strengthen the sector will also provide more material to demonstrate the reach and value that PPA funding has.