

PPA Self-Assessment Review

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Reporting Year	2009-10
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Part A – Basic Information

PPA partner	Oxfam GB
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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.
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	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£) ¹	7.2 m	9.5 m	8.9 m	10.4 m	11.2 m	9.3 m	
As % of total organisational income	2.84%	3.06%	3.06%	3.47%	3.63%	2.92%	

	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	11.4 m	

Summary of partnership with DFID and other DFID funding
In addition to the Programme Partnership Arrangement, Oxfam held 30 contracts from DFID during f/y ending 31 March 2010. These contracts had a combined income value for that year of £8.5 m.
While it may not always be clear from which DFID departmental budget each contract originates, grants can be broken down by sector as follows:
<ul style="list-style-type: none"> ▪ Humanitarian – £8.3 m ▪ Development - £1.6 m ▪ Campaigning - £0.4 m ▪ TOTAL NON-PPA DFID FUNDING - £11.5 m

¹ NB. These figures reflect the total amount of funding received under the DFID PPA – including Latin America PPA and any other ancillary amendments. The total amount received under the 'core' DFID PPA in f/y ending 31 March 2010 was £7.3 m.

Highlights of the financial partnership with DFID during the year included the following:

- An Oxfam-led consortium of 4 NGOs plus ODI win £ 1 m from the DFID Conflict, Humanitarian and Security Fund for the **Africa Climate Change Resilience Alliance**, a project that is developing practical guidance for African governments and NGOs for building resilience to climatic shocks at community level.
- Oxfam leading a successful bid for £3.9 m on behalf of the **Sierra Leone Urban Water, Sanitation and Hygiene Consortium**, which will work with the Sierra Leone Government to provide safe, affordable and sustainable WASH services to 750,000 people in Freetown.
- Oxfam working with DFID to design and implement the £2.4 m **West Africa Humanitarian Response Fund**, an innovative funding mechanism whereby funds for humanitarian response are pre-positioned with Oxfam and allocated quickly as needs arise.

A full breakdown of all grants received over the course of f/y 2009-10 is attached to this report as **Annex 2**. This list will also appear in our Annual Audited Accounts.

Approximate % of total organisational expenditure allocated by sector or theme

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** - 20% (£42.9 million)

Right to **Basic Social Services** – 9% (£ 20.3 million)

Right to **Life and Security** – 42% (£92 million)

Right to be **Heard** – 8% (£17.1 million)

Right to **Equity** (Gender and Diversity) – 11% (£24.1 million)

Support, Governance and 'Other' Costs – 10% (£23 million)

Total Charitable Expenditure – £219.4 million

Part B - Progress against PPA Strategic Objectives

Progress to date against PPA purpose statement (report against the MDGs if you are working to a sufficient scale for monitoring purposes)

To make a substantive contribution to eliminating poverty and lay a solid foundation for strong public support for and commitment to such action now and in the future

The following is a summary of OGB's main achievements under the PPA to date – as is detailed in this report – by strategic objective:

Strategic Objective 1: Smallholder Power in Markets

- 35,726 producers (22,244 male and 13,482 female) have been supported to increase their incomes with OGB support.
- The mean income of supported producers derived from the marketing of targeted agricultural products has increased by 70%.
- 11,409 full-time equivalent jobs have been created.
- The average quantity of targeted products produced by supported producers has increased by 33%.
- Substantive pro-smallholder producer policy change has taken place in three countries.
- The mean capability score of 1,056 producer organisations has increased by 40%.
- The proportion of female leaders of targeted producer associations has increased by 59%.

Strategic Objective 2: Adapting to Climate Change

- 64,194 poor households (134,329 men and 217,105 women) have been significantly supported to reduce their vulnerability to natural disasters.
- The proportion of targeted households reporting significant decreases in income and/or food security from climatic shocks/other hazards has reduced by 9%.
- The mean vulnerability scores of targeted households and communities have improved by 7% and 22%, respectively.
- Positive policy change in climate change adaptation (CCA) and disaster risk reduction (DRR) has taken place in three countries.
- Oxfam has supported six Southern governments to be significantly engaged in UNFCCC negotiations.
- 16 million people worldwide signed an online petition for a Fair Safe Deal at UNFCCC, with climate events organised in 140 countries.

Strategic Objective 3: Citizen Voice

- Pro-poor and gender sensitive policy change has taken place in four countries.
- The priorities and interests of women and men are now being given significantly greater attention by 86 local government bodies.
- Meaningful involvement of 495 targeted communities and groups in local government decision-making has significantly increased.
- The mean local advocacy capability scores of 495 community based organisations (CBOs) increased by 33%.
- 12 state bodies in five countries have been influenced to make substantive pro-poor policy changes.
- The mean advocacy capability scores of targeted civil society organisations have increased by 27%.
- Health and Education became major election issues in Malawi and Bangladesh as a result of the actions of Oxfam-facilitated civil society coalitions

Strategic Objective 4: Active Global Citizenship in the UK

- 12,575 young people (55% girls and 45% boys) were reached by development education activities.
- 14,627 young people (approximately 65% girls and 35% boys) were involved in taking action on development issues.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1:

To increase the mean income of 40,000 female and male rural agricultural producers by 90% (from £291 to £553) in eight countries (benefiting a total of 200,000 people) by supporting them to gain greater power in markets and influencing relevant policies and trade agreements

Overall Progress to Date:

- Mean income of 35,726 producers derived from the marketing of targeted agricultural products has increased by 70% (from £291 to £417).

Data were collected in June 2010 from representative samples of the participating producers on their annual earnings derived from the marketing of targeted agricultural products, both in 2010 and at project start-up. Table 1.1 presents the results of the analyses of these data. As is apparent, on average and overall, profits have increased by approximately 70 percent. Indonesia and OPT in particular saw strong growth in household income. However there was no statistically significant increase in Malawi, Mali, and Tanzania. In Ethiopia, earnings have decreased by over 50 percent, resulting from poor climatic conditions and unfavourable commodity prices. It should be noted, though, that these projects have yet to enter into their marketing support phases, unlike the other projects. While more investigation is needed, a key and general lesson to draw may be that supporting producer groups will lead to minimal impact in the absence of marketing support.

TABLE 1.1
Average Annual Profits Earned by Participating Small-holder Producers from Marketing of Targeted Farm Products: 2010-Baseline Comparison²

Country	Sample Size	2010 (Average in £)	Baseline (Average in £)	Difference (in £)	Significant at 95% Confidence Level? ³	P-value
Indonesia	119	1,088	617	471	Yes	<0.0001
PTO	100	1,146	792	354	Yes	0.0001
Malawi	117	59	68	-9	No	0.2752
Mali	120	326	121	205	No	0.0642
Ethiopia	100	152	356	-204	Yes	<0.0001
Tanzania	117	34	52	-18	No	0.2024
Honduras	119	177	115	62	Yes	0.0335
Overall	792	417	291	126	Yes	<0.0001

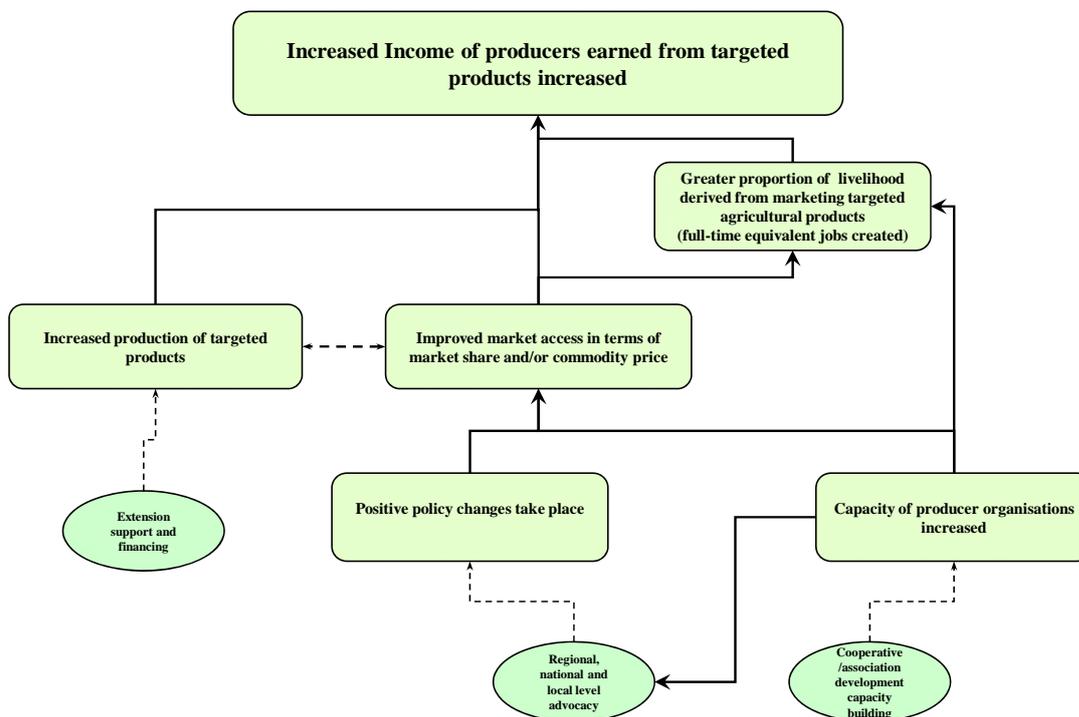
² Similar data were not collected from producers being supported in Columbia. This is primarily because the focus of the work in this country is on achieving policy change.

³ If **Yes** is indicated in this column, it means that we can be at least 95 percent confident that the difference between the 2010 and baseline figures is statistically significant. The *P*-values in the next column more precisely present this confidence. A *P*-value of 0.05 indicates a probability value of 95% (1 – 0.05), which is generally recognised as the threshold for deciding whether a difference is statistically significant. The smaller the *P*-value, the more confident we can be that the difference is statistically significant. For example, a *P*-value of 0.0001 means that we can be 0.9999 percent assured that the difference holds true of all the producers that have been supported.

Please explain choice of indicators reported on below

The additional SO1 indicators reported on below evidence the unfolding of OGB’s change model for this strategic objective. As is illustrated in the following diagram, the core approach to achieve SO1 is to improve market access among the participating producers. This is via both building the organisational and business management capacity of their respective associations and seeking relevant policy improvements. Bolstering the production among the targeted producers is further intended to complement this. If these changes take place, the producers should devote a greater proportion of their time producing the targeted products and marketing them through their associations, thereby enabling estimates on the number of fulltime equivalent jobs created.

Oxfam GB – DFID Partnership Agreement (PPA) Logic Model (2008-2011)
Smallholders Power in Markets



Indicator 1.1: 14,000 new full-time equivalent jobs for female and male producers created through the programme’s capacity building and advocacy efforts.

Progress achieved and challenges faced:

- 11,409 new full-time equivalent jobs have been created.

Table 1.1.1 presents details on the number of producer associations and individual producers that have been supported under the PPA since the baseline period. An estimate of the number of full-time equivalent jobs created is displayed in the last column. (See below for an explanation of how this estimation was calculated.)

**TABLE 1.1.1
Details of Participating Smallholder Producers**

Country	Number of Producer Associations Supported	Total Producers Supported	Male Producers	Female Producers	Estimated Number of Full-time Equivalent Jobs Created
Indonesia	9	3,417	1,879	1,538	535
POT	8	231	67	164	37
Malawi	0	820	328	492	168
Mali	476	18,422	13,079	5,343	4497
Ethiopia	11	1,004	903	101	219
Tanzania	440	11,030	5,597	5,433	5778
Honduras	112	802	391	411	175
Overall	1,056	35,726	22,244	13,482	11,409

List any documentary evidence of achievements

Data were captured on a representative sample of 796 producers. Questions were asked on the time they and other members their households, as well as hired help, spent producing the targeted products, both in the last 12 months and 12 months preceding project start-up. The proportional increase in time since the baseline period was then used together with the number of participating households to estimate the number fulltime equivalent jobs created.

For example, if a producer and her spouse both spent 50 percent of their time producing their producer association's targeted products in the last year, against only 25 percent of their time in the baseline period, this would be equal to half of a full-time job created. ((2 people * .5 job) – (2 people * .25 job) = .5 job.)

Indicator 1.2: 1,200 producer associations gain substantively better market access for their members – in terms of market share and/or market price.

Progress achieved and challenges faced

- Counterfactual pricing data to be collected in 2011.

Indicator 1.3: The average quantity of targeted products produced by individual producers increased by 40%

Progress achieved and challenges faced

- The average quantity of targeted products produced by the participating producers has increased by 33%.

Table 1.3.1 presents a breakdown on the extent to which production of the targeted products among the participating producers has increased since the baseline period. As is evident, statistically significant increases in production were found in all countries, save Malawi. The abovementioned hypothesis that the provision of substantive marketing

support is critical when working with producer groups is further evidenced by these data. In particular, productivity of the targeted products has increased in Ethiopia and Tanzania but without seeing corresponding increases in income. Both of these projects have yet to enter into their marketing phases.

**Table 1.3.1
Average Percentage Increase in Cash Value of Annual Production of Participating Small-holder Producers from Baseline**

Country	Sample Size	Average Percentage Increase	95% Confidence Interval
Indonesia	120	30%	17% - 44%
POT	100	34%	23% - 45%
Malawi	117	02%	-10% - 13%
Mali	120	20%	8% - 33%
Ethiopia	100	45%	29% - 61%
Tanzania	120	63%	40% - 86%
Honduras	119	38%	27% - 50%
Overall	796	33%	27% - 39%

List any documentary evidence of achievements

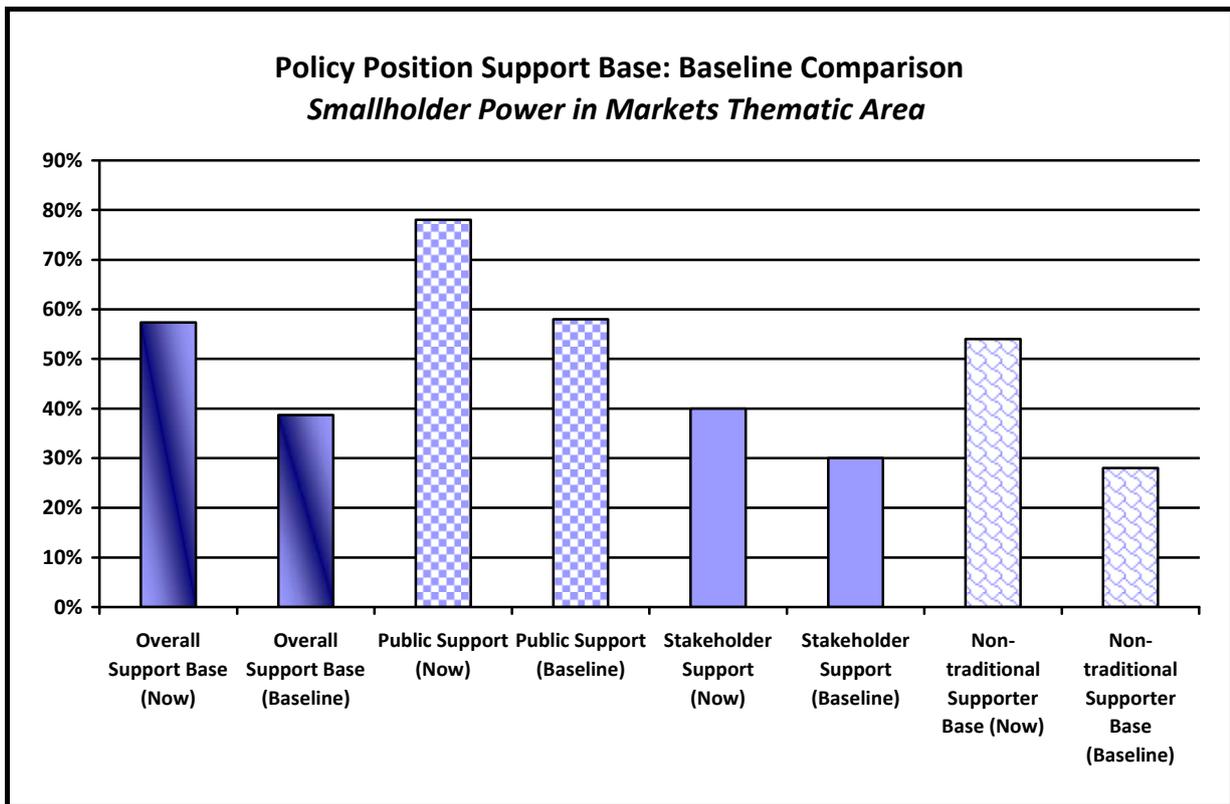
Data were obtained on a representative sample of 796 producers on the quantities of targeted products produced, both in the last 12 months and 12 months prior to the baseline period. The respondents were then asked to translate these quantities into their cash value equivalents using local market prices. The difference in value was then used to calculate the proportional increase in agricultural commodity production.

Indicator 1.4: Positive policy changes affecting 40,000 targeted producers takes place in eight countries.

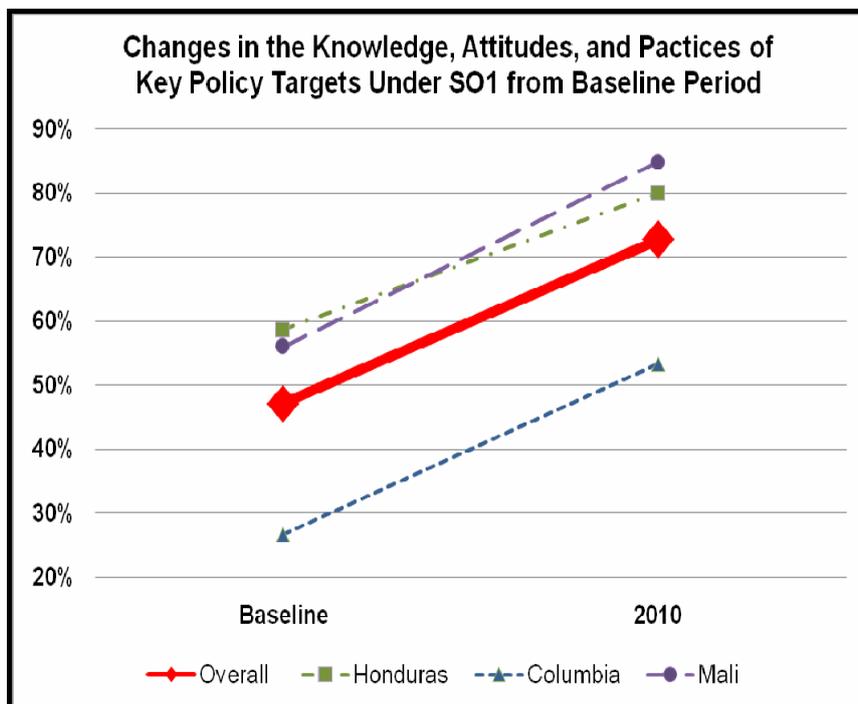
Progress achieved and challenges faced

- Substantive pro-smallholder producer policy change has taken place in three countries.

One key strategy to achieve policy change is to build up a strong support base for targeted policy positions among the general public, key allies, and other influential actors. Having a strong and broad support base is often critical to obtain the bargaining power needed to bring policy makers to the table. The following bar chart displays aggregated shifts that have taken place in the supporter base for pro-smallholder policy positions in Columbia, Honduras, and Mali as perceived by OGB's coalition partners:



Another key strategy to achieve policy change is to obtain the buy-in among key decision-makers (policy targets) on specific policy goals. In other words, attempts are made to improve their knowledge, attitudes, and practices towards specific policy positions. This is key to achieve desired policy change. The line graph displays aggregated changes perceived by coalition partners among key policy targets in Columbia, Honduras, and Mali. As is readily apparent, considerable progress was reported in all three countries.



Pro-smallholder producer policy changes that have taken place under SO1 to date are summarized as follows by country:

Country	Nature of Policy Change
Columbia	<ul style="list-style-type: none"> The municipality of Bogata now officially recognises farmers' markets as a key commercial channel, defining them as "a positioning instrument of the farmers' economy and as an agency for generating business."
Honduras	<ul style="list-style-type: none"> Municipalities are now channelling more money to strengthen the smallholder agricultural sector and have provided some farmer cooperatives with funding.
Mali	<ul style="list-style-type: none"> Regional level advocacy efforts have ensured subsidies of inputs for cash crops during the last two consecutive years, and the programme's regional level advocacy body (APrCA) ensures that the voice of producers is heard in regional and even international negotiations. Supported national level cooperative associations are also influencing Mali's land and agricultural credit reform processes and will work with government to ensure the co-existence of genetically modified and certified organic cotton production.

List any documentary evidence of achievements

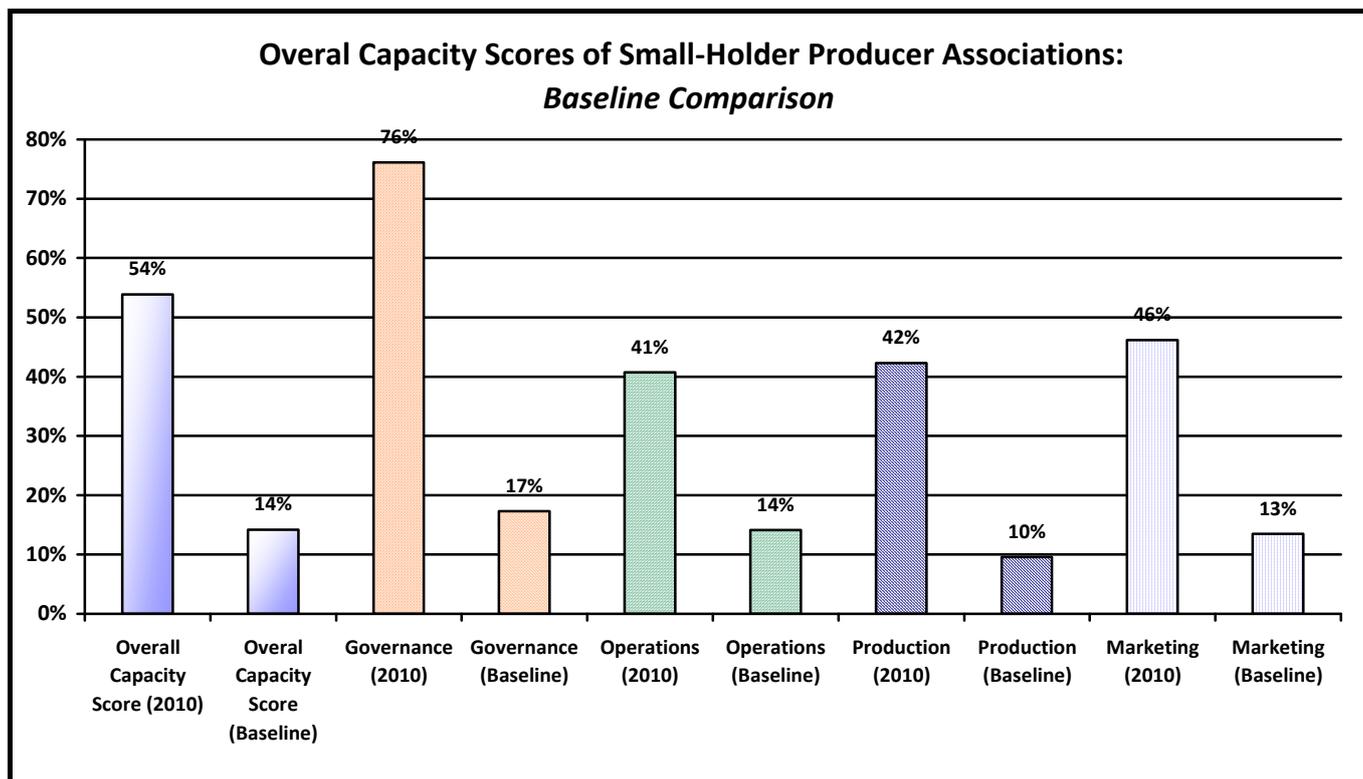
OGB held nine separate meetings with coalition partners in the three countries. A special facilitation tool was developed and used to support participants to articulate targeted policy positions and shifts in the support base and knowledge, attitudes, and practices of policy targets in relation to these policy positions. It also assisted them to assess the extent to which policy change has taken place, as well as the reasons for this change.

Indicator 1.5: The mean capability scores of 1,000 producer organisations increased by 40%

Progress achieved and challenges faced

- The mean capability score of 1,056 producer organisations has increased by approximately 40% (14% to 54%).

The following graph displays changes that have taken place in the average capacity scores of supported producer associations since the baseline period, both overall and by capacity dimension. While there is certainly room for improvement among three out of the four dimensions assessed, their capacity has increased significantly.



List any documentary evidence of achievements

Capacity assessment audits were held among a purposively selected sample of 13 producer associations. A tool was developed and applied that supports the interviewer to gather specific information from representatives of the producer organisation in relation to particular capacity areas, e.g. legal status, leadership capability, book-keeping, growth in sales, etc. Scoring descriptors then support the provision of standardized scores for each of these particular areas.

Indicator 1.6: Proportion of targeted producer associations that positively reflect the priorities of women increased by 20%

Progress achieved and challenges faced

- Proper assessment to take place in 2011

Indicator 1.7: Percentage of female leaders of targeted associations increased by 100% (from a ratio of 0.48 to 0.96)

Progress achieved and challenges faced

- The percentage of female leaders of targeted associations has increased by 59% (from a ratio of 0.48 to 0.81).

Table 1.7.1 reveals the ratio between female and male producer association leaders, both in 2010 and in the baseline period. A ratio of 1 would indicate that the number of male and female association members is equal. Less and more than one indicates less and more female leaders in comparison with their male counterparts, respectively. As is revealed by the table, most of the countries have a ration that is unfavourable to women, both now and during the baseline period, save for Palestine and Tanzania. However, the change than has taken place in Mali is noteworthy, given the conditions that existed during the baseline period.

TABLE 1.7.1
Female-Male Producer Association Leadership Ratios

Country	2010	Baseline	Progress
Honduras	0.59	0.66	Poor
Indonesia	0.42	n/a	Poor
Palestine	2.45	2.18	Good
Mali	0.32	0.03	Good
Tanzania	1.05	n/a	Satisfactory
Ethiopia	0.01	0.00	Very Poor
Overall	0.81	0.48	Fair

List any documentary evidence of achievements

The data that informed the above analysis was obtained from project records kept by OGB and partner programme staff.

Indicator 1.8: By March 2011, 40,000 small-scale female and male agricultural producers will have been supported to increase their incomes with Oxfam GB support

Progress achieved and challenges faced

- 35,726 producers (22,244 male and 13,482 female) have been supported to increase their incomes with OGB support

A breakdown of the numbers of producers supported by country is presented in Table 1.1.1 above. The following presents a summary of the key interventions undertaken to support smallholder producers in each country:

Country	Core Interventions
Indonesia	<ul style="list-style-type: none"> • Important productive assets have been provided to the nine producer groups such as fishing boats and equipment, livestock, agricultural inputs and farming equipment. • Given that the cooperatives were newly formed, significant basic capacity building work and training has also taken place.
Honduras	<ul style="list-style-type: none"> • In addition to the advocacy work documented above, the producers have been supported with technical agricultural training, the setting up of small-scale irrigation facilities, agricultural inputs, and marketing support.
POT	<ul style="list-style-type: none"> • A revolving fund has been set-up for the producers, and they have been provided with product quality control training, as well as training related to general organisation and

Country	Core Interventions
	financial management.
Columbia	<ul style="list-style-type: none"> As mentioned above, the main focus of the support has been in the policy arena. In particular, efforts have been made to strengthen the participation of farmer organisations in the development of public policy, as well as ensuring their better access to urban markets.
Malawi	<ul style="list-style-type: none"> Households have been provided with financial, material, and capacity building support to undertake dairy farming, seed multiplication, bee keeping, and pig rearing.
Ethiopia	<ul style="list-style-type: none"> Organisational development support has been provided to the targeted producer groups, and they have been trained in business planning and management. They have also been provided with agricultural inputs and irrigation development support.
Mali	<ul style="list-style-type: none"> Smallholder conventional and organic cotton producers are being supported to increase production and marketing of cotton through strengthening Mali's cooperative infrastructure. 476 cooperatives are being supported, as well as national and regional level producer networks to lobby for fairer terms of trade for member cotton producers.
Tanzania	<ul style="list-style-type: none"> There are two categories of producers being supported – rice farmers and local chicken producers. Both have been supported to increase the quantity and quality of production, and will be given intensive marketing support during the upcoming year.

List any documentary evidence of achievements

The above information has been obtained directly from programme staff working on these projects.

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5	2
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Strategic Objective 2:

To reduce the proportion of targeted households reporting significant decreases in income and/or food security from climatic shocks/other hazards by 15% (from 65% to 50%) through local level disaster risk reduction work and local, national and global advocacy.

Overall Progress to Date:

- The proportion of targeted households reporting significant decreases in income and/or food security from climatic shocks/other hazards has been reduced by 9% (from 65% to 56%).

During the June/July 2010 data collection exercise, a representative sample of 496 households were asked to report on the extent to which their incomes and food security had been impacted by climatic shocks and hazards, both during the recent past and during the baseline period. As is revealed in Table 2.1, more than half of the interviewed households reported significant decreases during both time periods. However, there has been a statistically significant improvement, albeit rather modest at nine percent.

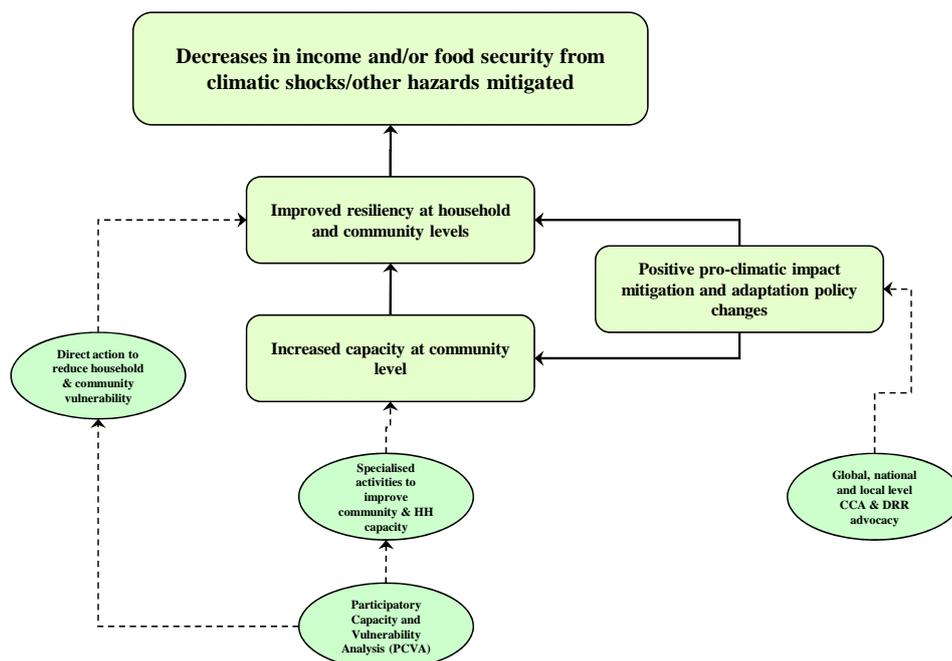
TABLE 2.1
Percentage of Households Reporting Significant Decreases in Income and/or Food Security Resulting from Climatic Shocks: 2010-Baseline Comparison

Country	Sample Size	Percentage 2010	Percentage Baseline	Difference	Significant at 95% Confidence Level?	P-value
Afghanistan	80	58%	60%	2%	No	0.3101
Bangladesh	200	44%	58%	14%	Yes	0.0002
Bolivia	105	77%	87%	10%	Yes	0.0088
Somalia	111	54%	60%	6%	No	0.0975
Overall	496	56%	65%	9%	Yes	<0.0001

Please explain choice of indicators reported on below

As is the case for SO1, the additional SO2 indicators reported on below evidence the unfolding of OGB's change model for this particular strategic objective. This change model is presented visually below. OGB promotes an approach known as Participatory Capacities and Vulnerability Assessment (PCVA) to identify climatic related risk factors at household and community levels and then supports relevant mitigation efforts. These may include, for example, mobilising and developing the capacity of community disaster preparedness and response committees, supporting improved land use planning, and promoting livelihood diversification.

Oxfam GB – DFID Partnership Agreement (PPA) Logic Model (2008-2011)
Adapting to Climate Change



Indicator 2.1: Mean vulnerability scores of targeted households and communities improved 10% (from 39% to 49%) and 30% (from 37% to 67%), respectively

Progress achieved and challenges faced

- The mean vulnerability scores of targeted households and communities have improved by 7% (from 39% to 46%) and 22% (37% to 59%), respectively.

Material associated with John Twigg's *Characteristics of a Disaster-resilient Community: A Guidance Note* was used to define *ideal* characteristics of disaster resilient households and communities to different types of climatic hazards such as floods and drought. Data collection and scoring instruments were then developed to capture data on the extent to which supported households and communities emulate these characteristics. The following two tables first present the results generated through the application of the household survey instrument. While the households fall short of perfectly emulating the ideal household characteristics, highly statistically significant improvements have taken place since the baseline period, both overall and in each focus country.

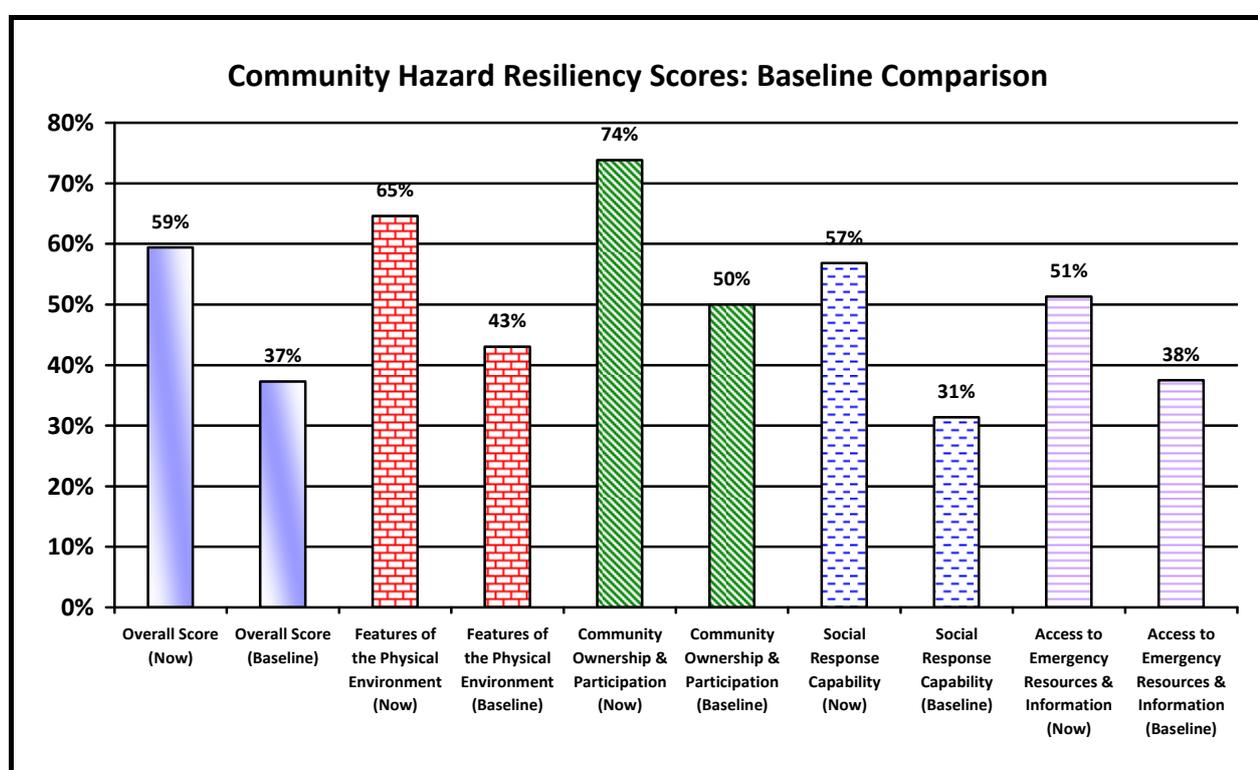
TABLE 2.1.1
Household Climatic Hazard Resiliency Scores by Country:
2010-Baseline Comparison by Country

Country	Sample Size	Average 2010 Score	Average Baseline Score	Difference	Significant at 95% Confidence Level?	P-value
Afghanistan	80	43%	40%	3%	Yes	<0.0001
Bangladesh	200	45%	39%	6%	Yes	<0.0001
Bolivia	105	42%	39%	3%	Yes	<0.0001
Somalia	111	53%	39%	14%	Yes	<0.0001
Overall	496	46%	39%	7%	Yes	<0.0001

TABLE 2.1.2
Household Climatic Hazard Resiliency Scores by Dimension:
2010-Baseline Comparison by Household Characteristic

HH Characteristic	Average 2010 Score	Average Baseline Score	Difference	Significant at 95% Confidence Level?	P-value
Livelihood Viability & Diversification	48%	39%	9%	Yes	<0.0001
Access to Contingency Resources	42%	38%	4%	Yes	<0.0001
Access to Disaster Services	53%	42%	5%	Yes	<0.0001
Other Characteristics	44%	33%	11%	Yes	<0.0001
Overall	46%	39%	7%	Yes	<0.0001

Significant work has also taken place to build resiliency at the community level through mobilising, strengthening, and supporting community disaster preparedness and response committees to embark on a number of different interventions (see below). The following graph displays aggregated changes that have taken place in the participating communities since the baseline period.



List any documentary evidence of achievements

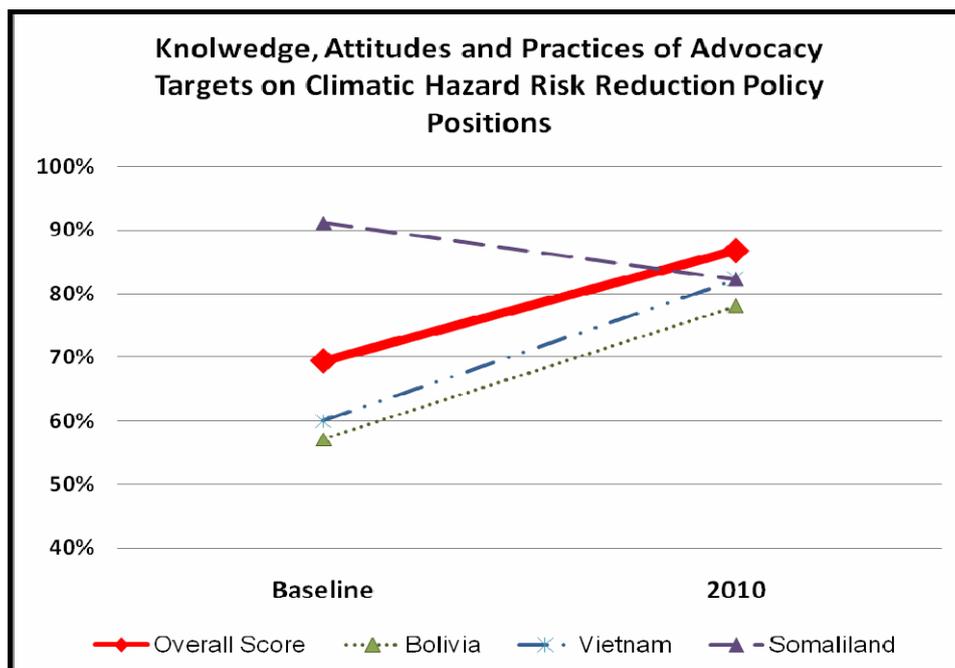
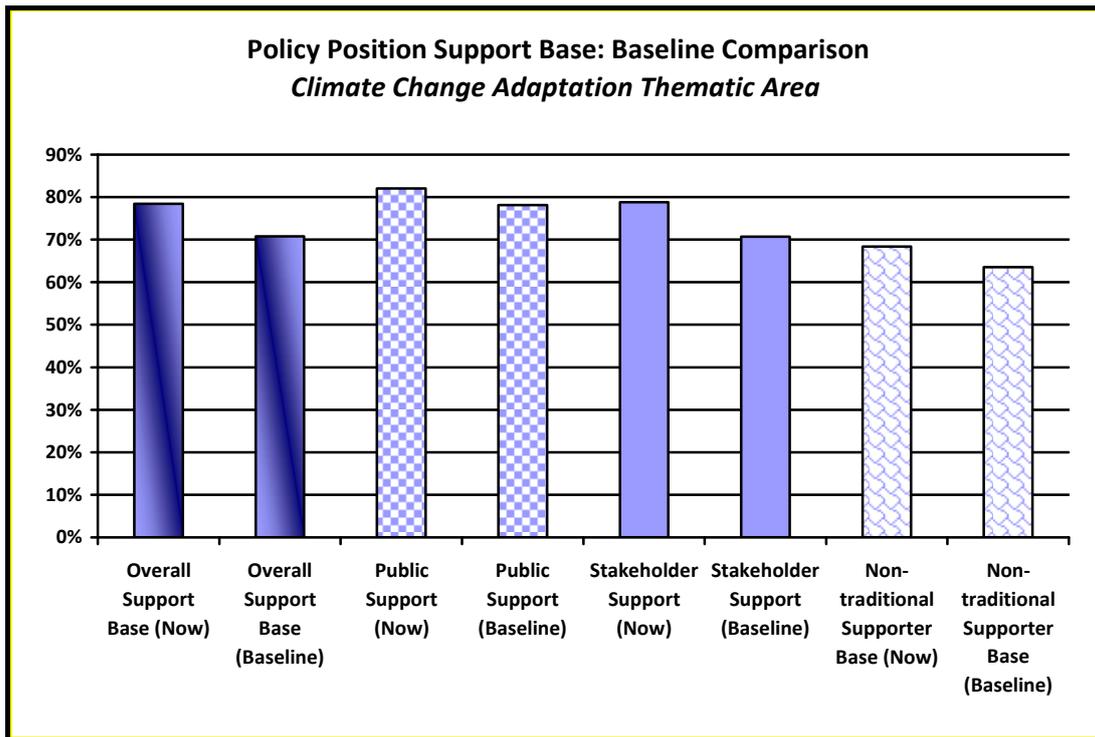
Improvements found at the household levels were ascertained through the administration of questionnaires to a representative sample of 496 households, as explained above. Community climatic hazard resiliency assessment tools – with scoring descriptors – were also developed and administered to community stakeholders to determine the extent to which the participating communities emulate the idealised community characteristics.

Indicator 2.2: Positive policy changes in climate change adaptation (CCA) and disaster risk reduction (DRR) take place in six countries at both national and local levels

Progress achieved and challenges faced

- Positive policy change in climate change adaptation (CCA) and disaster risk reduction (DRR) has taken place in three countries.

As explained above, OGB's advocacy strategy is founded on two key pillars: a) the development of a broad and substantive base of support for targeted policy positions; and b) improving the knowledge, attitudes and practices of key policy targets in relation to these positions. The following two graphs display the shifts that have taken place in these two areas since the baseline period, first by dimension and then by country:



Important climate change adaptation and disaster risk reduction policy changes have so far taken place in three of the targeted countries. These are summarised in the following table:

Country	Nature of Climatic Hazard Related Policy Change
Bolivia	<ul style="list-style-type: none"> • Territorial planning and local government offices have adopted disaster risk reduction strategies to more effectively control land management and planning, and local and regional authorities now have emergency response plans in place.
Vietnam	<ul style="list-style-type: none"> • Gender issues are now being effectively mainstreamed in national disaster risk reduction legislation and policy.
Somaliland	<ul style="list-style-type: none"> • Support was provided to develop a draft Land Tenure Policy for Somaliland, which has been endorsed by the Ministry of Agriculture and Ministry of Pastoral Development. A task force has been formed to review the document. • Another policy has been successfully developed and adopted to put in place a National Early Warning System for Somaliland, and implementation of this system has commenced.

List any documentary evidence of achievements

OGB held nine separate meetings with coalition partners in the three countries. The policy change assessment tool described under SO1 was used again to support participants to articulate targeted policy positions and shifts in the support base and knowledge, attitudes, and practices of policy targets in relation to these positions. It also assisted them to assess the extent to which targeted policy change has taken place, as well as the reasons for this change.

Indicator 2.3: Proportion of targeted committees that positively reflect the priorities of women increased by 20%

Progress achieved and challenges faced

- Proper assessment to take place in 2011

Indicator 2.4: Proportion of female leaders and general members of targeted committees increased by 10% and 20% respectively

Progress achieved and challenges faced

- Proper assessment to take place in 2011

Indicator 2.5: By March 2011, 70,000 poor households will have been significantly supported to reduce their vulnerability to natural disasters

Progress achieved and challenges faced

- 64,194 poor households (134,329 men and 217,105 women) have been significantly supported to reduce their vulnerability to natural disasters.

A detailed breakdown of the numbers of communities, households, and people that have been supported through climate change adaptation and disaster risk reduction work under the PPA to date is presented in Table 2.5.1 below:

TABLE 2.5.1
Details of Participating Communities and Households Supported by Climate Change Adaptation and Disaster Risk Reduction Interventions

Country	Number of Communities Supported	Total Households Supported	Total # of People	Male	Female
Afghanistan	40	5,581	55,810	27,905	27,905
Bangladesh	342	40,000	200,000	50,000	150,000
Bolivia	110	14,113	59,624	36,624	23,000
Vietnam	24	53,000	265,000	127,730	137,270
Somaliland	11	4,500	36,000	19,800	16,200
Overall	527	117,194	616,434	262,059	354,375

The following presents a summary of the key interventions undertaken under SO2 in each country:

Country	Core Interventions Undertaken to Reduce Risk to Climatic Shocks
Bangladesh	<ul style="list-style-type: none"> • Promotion of raised homesteads and improved water and environmental sanitation; construction of flood shelters and development of early warning systems; livelihood enhancement and diversification; and mobilising and strengthening the capacity of disaster management committees.
Vietnam	<ul style="list-style-type: none"> • Capacity of Flood and Storm Control committees at provincial, district, and commune levels had been significantly enhanced, and the project's training modules adopted for use at national level; disaster preparedness and response plans have been developed in all the 24 targeted communes; and gender issues have been promoted and mainstreamed into all disaster preparedness work.
Bolivia	<ul style="list-style-type: none"> • Territorial and local governments have been lobbied to mainstream disaster risk reduction into policies and plans, and negotiations have taken place to have such issues mainstreamed into university curricula.
Somaliland	<ul style="list-style-type: none"> • Two boreholes were drilled; 44 <i>birkads</i> (concrete rainwater catchments) were rehabilitated; 10 dams were excavated; 10 dams were de-silted; 450 pack camels were distributed to vulnerable households; gully control and soil erosion measures were constructed in 6 and 16 sites, respectively; community members were trained on pasture and fodder management at 4 sites; 44 community animal health workers were trained and provided with vet kits; Drought Cycle Management (DCM) trainings were conducted targeting 22 pastoral organizations.
Afghanistan	<ul style="list-style-type: none"> • 40 DRR committees were established and trained; watershed management planning was undertaken, bush and alfalfa plantation promoted, and embankments constructed; environmental rehabilitation; livelihood enhancement and diversification were also facilitated.

List any documentary evidence of achievements

The above information has been obtained directly from programme staff working on these projects.

Indicator 2.6: Increase in the assertiveness of target countries and private sector actors calling for a Fair, Safe deal in the UNFCCC negotiations

Progress achieved and challenges faced

- Demonstrable engagement by 6 Southern governments in UNFCCC negotiations with Oxfam support.

Oxfam did not achieve the campaign's 'meta-objective' – to achieve a Fair, Safe deal at the UNFCCC negotiations in Copenhagen. But the independent evaluation of Oxfam's campaign judged that Oxfam contributed to strengthening the role of Southern governments at the UNFCCC negotiations. One example of a concrete and attributable policy outcome was the inclusion of a clause related to prioritising of most vulnerable countries (MVCs) in the final COP15 Accord. The clause came directly from the Bangladesh delegation, and articulated a demand picked up by the Government of Bangladesh at the MVC Civil Society conference organised by Oxfam and CSRL.

List any documentary evidence of achievements

- Evaluation of Oxfam GB's Climate Change Campaign (2010)
http://publications.oxfam.org.uk/download.asp?dl=http://www.oxfam.org.uk/resources/evaluations/downloads/0310_global_campaign_livelihoods_fullreport.pdf

Indicator 2.7: Demonstration of public understanding of, and pressure for, a Fair, Safe deal in the UNFCCC negotiations in at least 8 countries north and south

Progress achieved and challenges faced

- 16 million people worldwide signed an online petition for a Fair Safe Deal at UNFCCC, with climate events organised in 140 countries

The response to the Tck Tck Tck online petition, on which Oxfam was a key partner (in coalition with others), exceeded expectations. See <http://tcktcktck.org>.

The independent evaluation of Oxfam's campaign judged that Oxfam was instrumental in bringing the human impact of climate change to public attention. This was achieved both through our media and research outputs, as well as 'popular mobilisation' (Oxfam held "Climate hearings" involving civil society, government officials and members of the public in 35 countries). However, Oxfam was not judged to have had a significant impact on debates on "additionality" or mitigation.

List any documentary evidence of achievements
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- Evaluation of Oxfam GB's Climate Change Campaign (2010)
http://publications.oxfam.org.uk/download.asp?dl=http://www.oxfam.org.uk/resources/evaluations/downloads/0310_global_campaign_livelihoods_fullreport.pdf

What is the likelihood that Strategic Objective 2 will be achieved? Rate 1 to 5
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2

Strategic Objective 3:

To facilitate the bringing about of pro-poor, gender-sensitive policy change and implementation in six countries by supporting and developing the capacity of citizens to demand good governance and institutional accountability at national and local levels

- Pro-poor and gender sensitive policy change has taken place in four countries through the development of the capacity of citizens to demand good governance and institutional accountability.

The following table presents specific details on the nature of the policy change that has taken place.

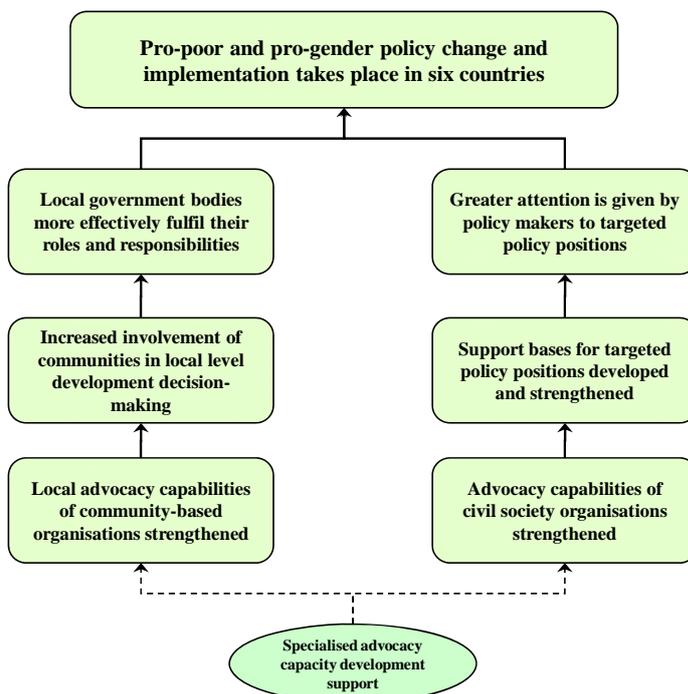
Country	Nature of Policy Change Taken Place
Bangladesh	<ul style="list-style-type: none"> • Indigenous people's rights are now recognised in the government's Poverty Reduction Strategy Paper (PRSP) and national perspective plan. • OGB's bilingual education model for indigenous people's has been adopted by government. • The Law Commission has amended 18 articles that were in conflict with the interests of indigenous peoples.
Indonesia	<ul style="list-style-type: none"> • Due to the lobbying of coalition partners, an article is now in place that ensures that special budget provisions exist to support women's empowerment interventions at the village level. • A greater proportion of district expenditure is now directed to community development and empowerment interventions, as apposed to only infrastructural projects as was the case in the past.
Mali	<ul style="list-style-type: none"> • Government expenditure on education has increased from 1% to 3%, and this has lead to increases in the enrolment rate in the Goa region. The quality of education is also expected to increase with the creation of new teachers training centres at the national level.
Nicaragua	<ul style="list-style-type: none"> • Public awareness about the various stages of the municipal budget development process has been significantly raised. • Methodological tools that enable citizens to participate effectively at every stage of the budget consultation process and public budget expenditure monitoring modalities have been developed.
Vietnam	<ul style="list-style-type: none"> • Poor and mainly ethnic minority men and women in Ninh Than Province are now more involved in local level decision-making. Efforts have been successful in establishing and developing the capacity of 15 CBOs that serve as a bridge between local government and the communities. They are now key in monitoring public construction works and community problem solving related to such things are water management and resettlement.
Honduras	<ul style="list-style-type: none"> • No policy goals have been realised given the recent turbulent political situation.

Please explain choice of indicators reported on below

As is the case for SO1 and SO2, the SO3 indicators reported on here evidence the unfolding of this strategic objective's associated change model. Here, efforts are being made to achieve policy change and improved policy implementation at both local and

national levels by supporting and strengthening the advocacy capabilities of community-based organisations (CBOs) and national-level civil society organisations (CSOs), respectively. The main approach at the local level is to facilitate enhanced community involvement in local level decision-making. This is then expected to lead to the improved performance of local government bodies, particularly with respect to fulfilling their service delivery responsibilities so citizens can better realise their rights. A different approach is being undertaken to achieve higher level policy change. Here, as mentioned above for the policy work being pursued under SO1 and SO2, attempts are being made to strengthen and develop broad support bases for specific pro-poor policy positions. This is combined with efforts to simultaneously improve the knowledge, attitudes, and practices of key policy targets with respect to these policy positions.

Oxfam GB – DFID Partnership Agreement (PPA) Logic Model (2008-2011)
Citizen Voice



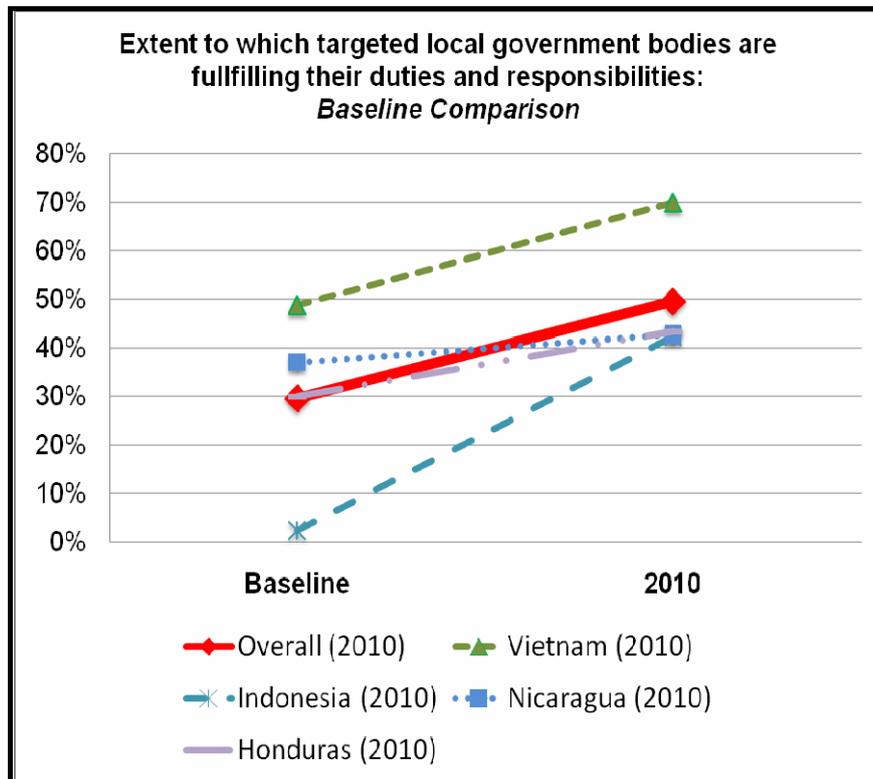
Indicator 3.1: Priorities and interests of women and men given significantly greater attention by 94 local government bodies

Progress achieved and challenges faced

- Priorities and interests of women and men given significantly greater attention by 86 local government bodies.

In purposively selected samples of the communities targeted under SO3, a total of 20 meetings were held with community stakeholders to assess the extent to which targeted local government institutions have fulfilled their duties and responsibilities to local citizens, both currently and during the baseline period. Aggregated results from these meetings are presented in the graph below. As is evident, there has been progress in the various countries, albeit to varying degrees. The greatest progress has taken place in Indonesia where support is being provided to civil society groups to strengthen the working relationship between poor women with those in positions of power and influence. The

least progress has occurred in Nicaragua. Here, work is taking place with 30 CBOs to influence municipal budgeting processes and monitor budget expenditure. However, this has yet to have significantly impacted on local government performance.



List any documentary evidence of achievements

A local government duty-bearer analysis tool was developed to guide the facilitation of the abovementioned meetings. The participants first identified the ideal roles and responsibilities of the targeted duty bearers and then identified the extent to which they have fulfilled these ideal roles and responsibilities, both at the current time and during the baseline period.

Indicator 3.2: Increased meaningful involvement of 500 targeted communities and groups in local government decision-making

Progress achieved and challenges faced

- Meaningful involvement of 495 targeted communities and groups in local government decision-making has been significantly increased.

During the abovementioned meetings with community stakeholders, the extent to which communities are currently involved in local government decision-making compared with the baseline period was also assessed. In order to structure the discussions, the following stages of the development planning cycle were reviewed:

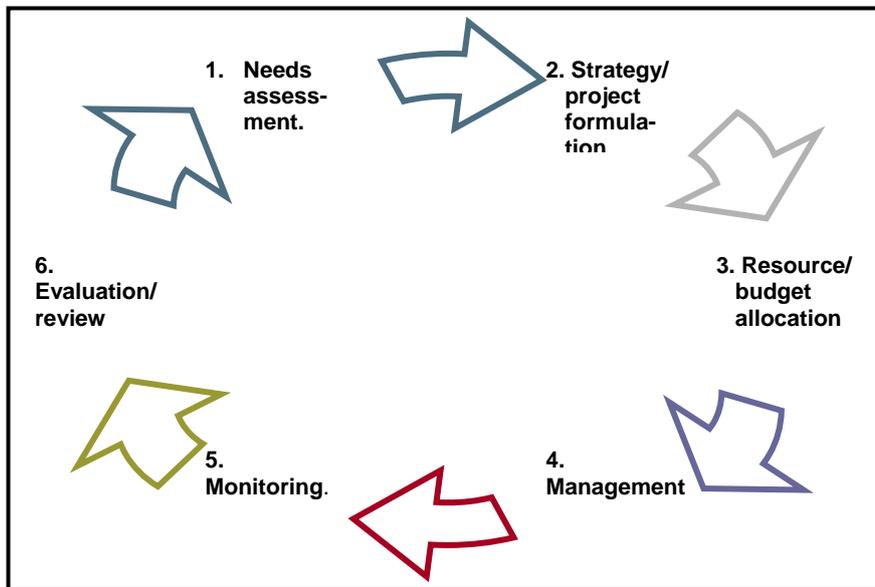
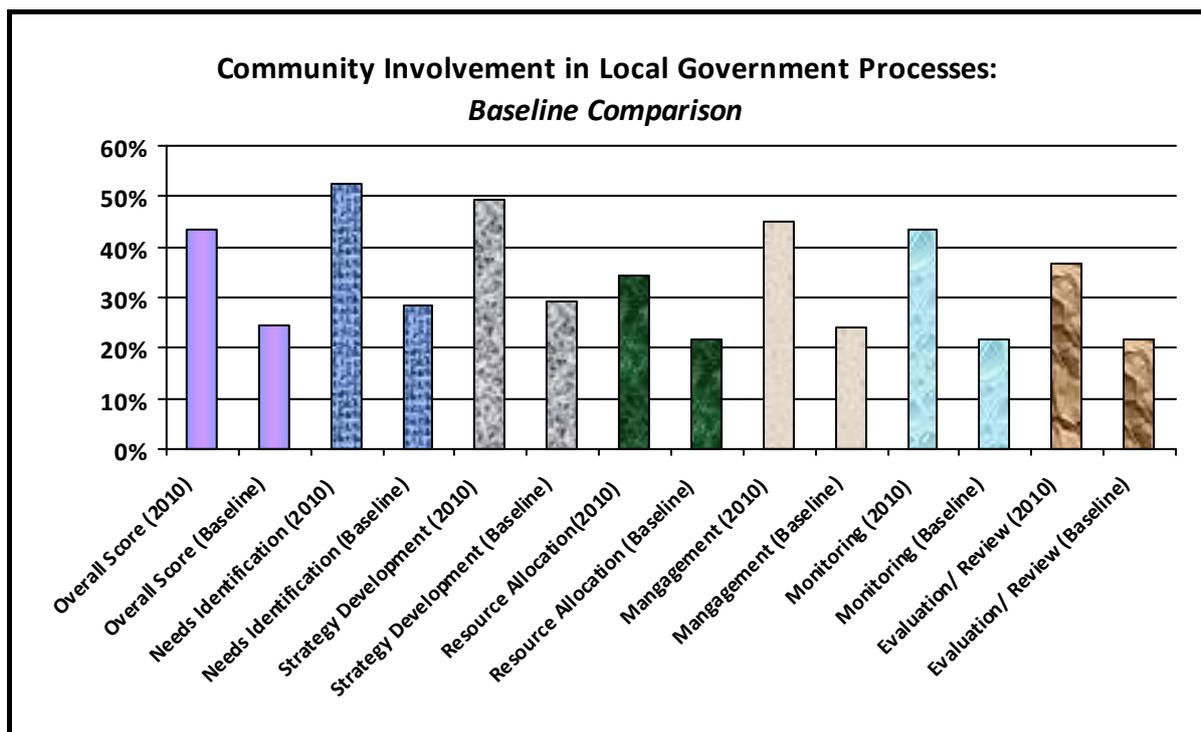


Figure 3.2.1: Stages of Development Planning Reviewed at Community Meetings

The following bar chart presents a summary of the changes in community participation in local government decision-making as perceived by the community stakeholders. While there is still considerable room for improvement, noteworthy change has taken place in all of the six reviewed areas.



List any documentary evidence of achievements

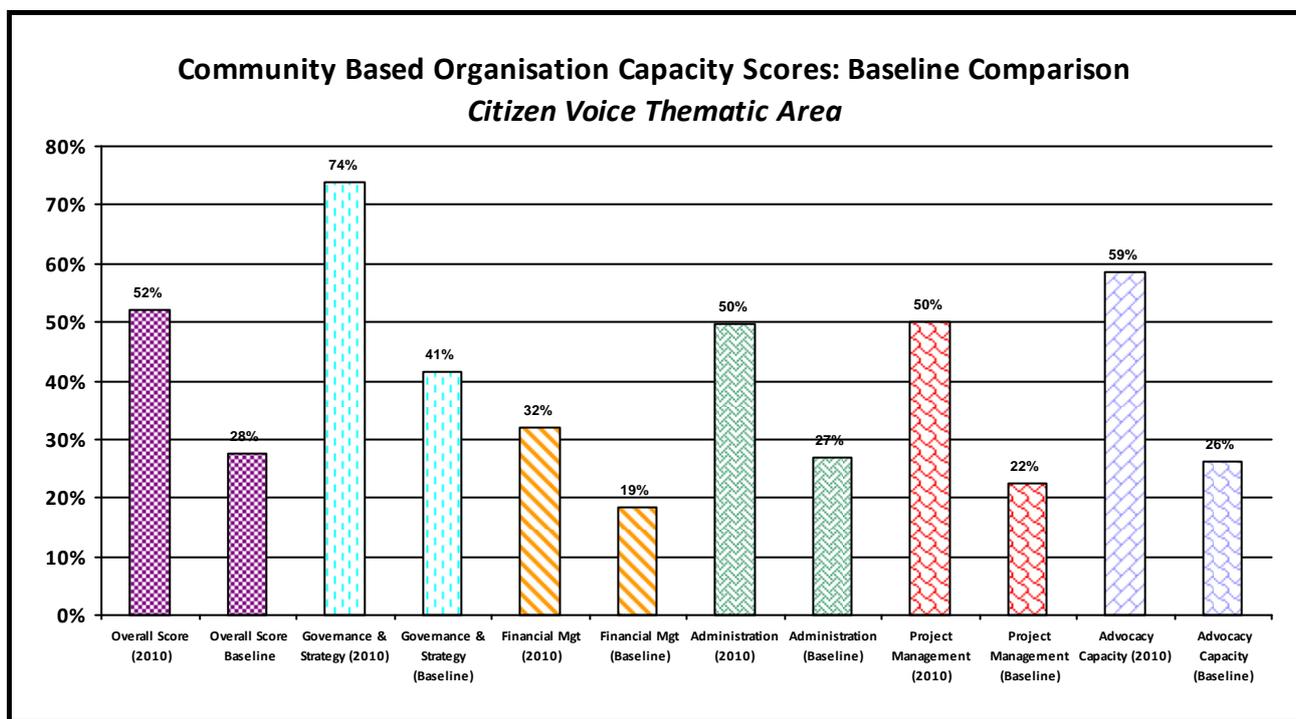
The facilitation tool used during the community stakeholder meetings involved reviewing the level of community involvement in local government decision-making employing a range of participation descriptors, ranging from low to high. Consensus was reached among participants as to which descriptor best describes the extent of community participation in each stage of the local development planning process.

Indicator 3.3: Mean local level advocacy and engagement scores of 500 targeted communities and groups increased by 40% (from 26% to 66%)

Progress achieved and challenges faced

- Mean local advocacy capability scores of 495 community based organisations (CBOs) increased by 33% (from 26% to 59%).

Changes in the overall organisational capacity in general and advocacy capability in particular of a purposely selected sample of 30 CBOs were assessed. The bar chart below summarises the overall changes that were identified. As is apparent, there have been some significant capacity improvements among the CBOs being supported.



List any documentary evidence of achievements

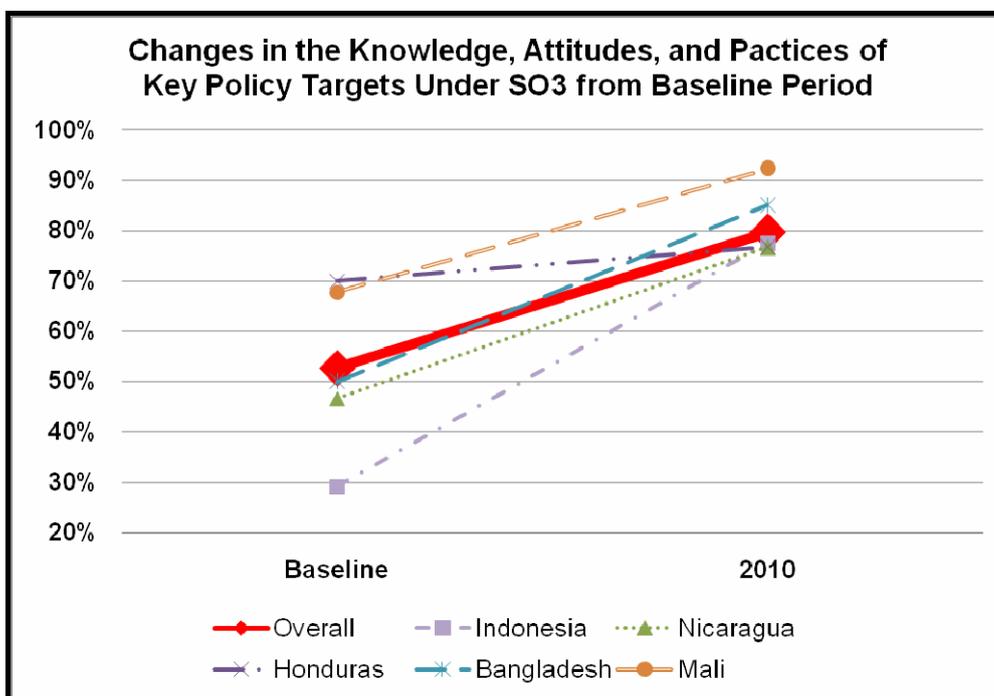
A CBO capacity assessment tool was developed and used that supports the interviewer to gather specific information from representatives of the CBO in question in relation to particular the capacity areas as indicated in the graph. Scoring descriptors then support the allocation of scores for these particular areas.

Indicator 3.4: 13 state bodies in six countries are placed under strong, newly-mounted pressure to make specific yet substantive pro-poor policy changes

Progress achieved and challenges faced

- 12 state bodies in five countries have been influenced to make substantive pro-poor policy changes.

As was the case for SO1 and SO2, meetings were held with key coalition partners to review the extent of policy goal achievement, including the extent to which the knowledge, attitudes, and practices of key policy targets have changed since the baseline. A total of 10 such meetings were held pertaining to the work taking place under SO3. The line graph below summarises the changes that have taken place among key decision-makers in 12 state bodies. As is readily apparent, considerable improvement was noted, both overall and among all but one of the targeted countries, namely Honduras, given the recent political developments that have taken place in this country.



List any documentary evidence of achievements

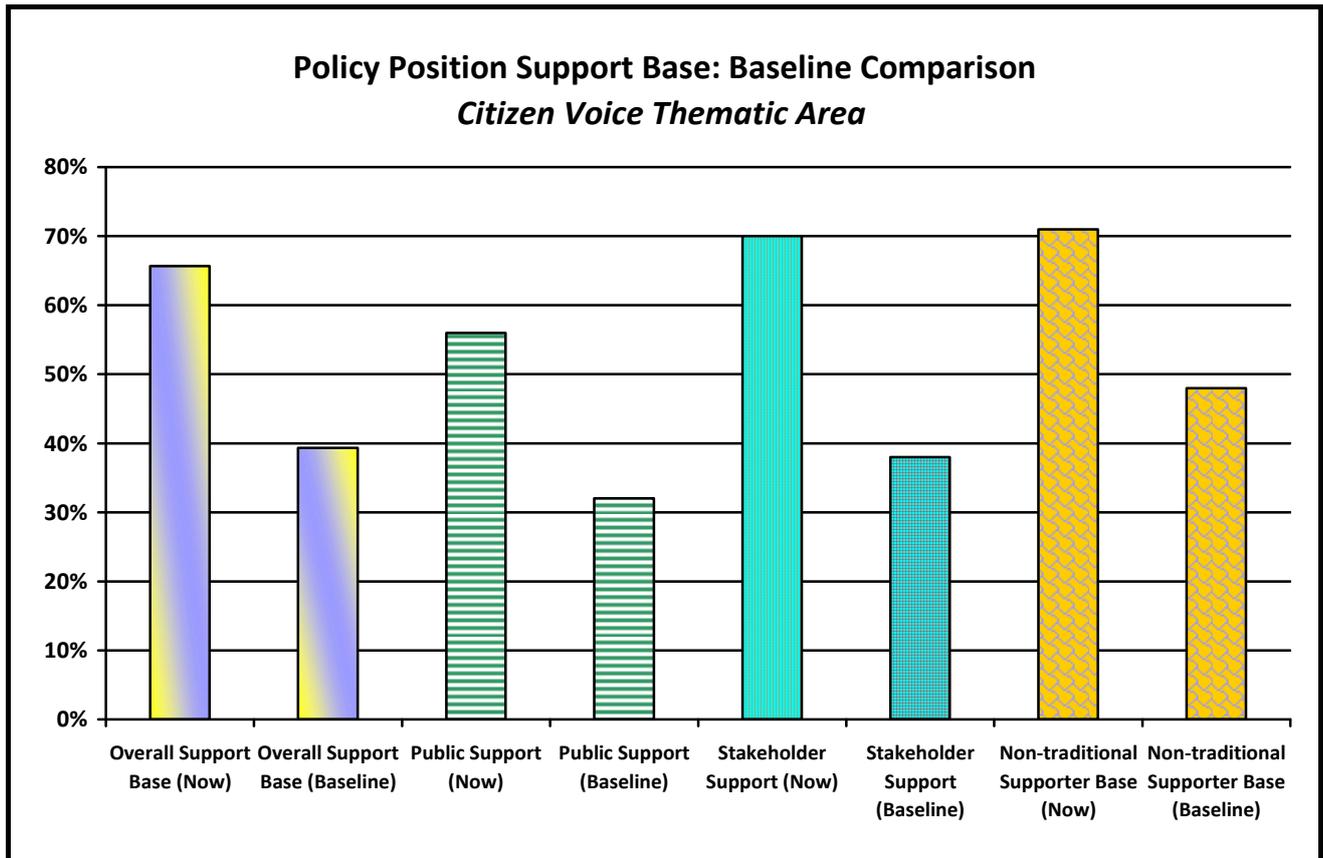
As mentioned above, a special facilitation tool was developed and used in 10 meetings to support the participating coalition partners articulate targeted policy positions and shifts in the knowledge, attitudes, and practices of policy targets in relation to these positions.

Indicator 3.5: At least 25 CSOs make substantive contributions to influencing public debate in six countries

Progress achieved and challenges faced

- 21 CSOs have made substantive contributions to influencing public debate in 5 countries.

As mentioned above, efforts were undertaken under all three strategic objectives to assess the extent the support bases for targeted policy positions have changed since the baseline period, as well as reasons for any such change. The following bar chart reveals changes in the support base of the policy work that is being carried out under SO3 in particular. As is apparent, the overall change that has taken place has been considerable, and evidence was presented at the meetings with coalition partners that links a significant portion of this change to the advocacy efforts that have been undertaken.



List any documentary evidence of achievements

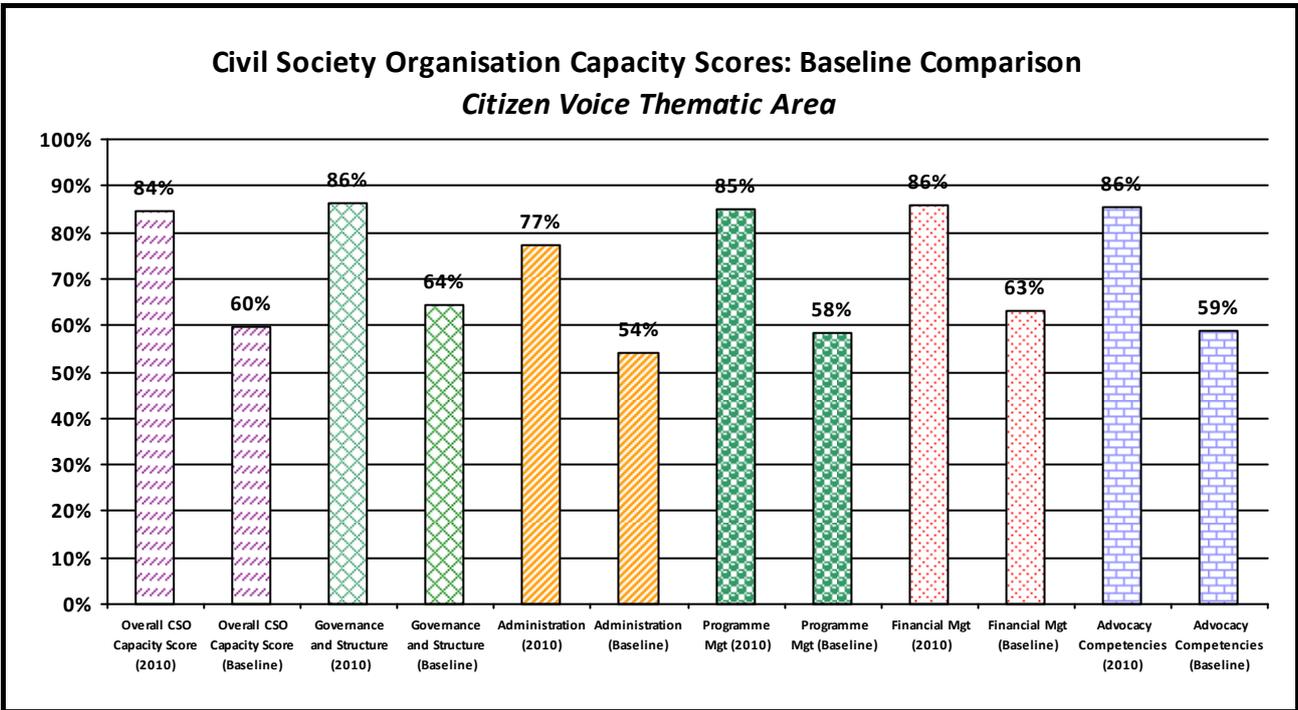
As mentioned above, a special facilitation tool was developed and used in 10 meetings to support the participating coalition partners articulate targeted policy positions and shifts in the support bases in relation to these positions.

Indicator 3.6: Mean advocacy scores of at least 25 CSOs in 6 countries increased by 20% (from 59% to 79%)

Progress achieved and challenges faced

- Mean advocacy capacity scores of targeted CSOs have increased by 27% (from 59% to 86%).

As was the case for their smaller community-based counterparts, changes in the overall organisational capacity in general and advocacy capability in particular of a purposely selected sample of 11 CSOs were assessed. The following bar chart summarises the capacity changes that have taken place, which have been both considerable and largely uniform.



List any documentary evidence of achievements

A CSO capacity assessment tool was developed and used that supports the interviewer to gather specific information from representatives of the CSO in question in relation to particular the capacity areas as indicated in the bar chart. Scoring descriptors then support the allocation of scores for these particular areas.

Indicator 3.7: By 2015, government expenditure on education and health increases in 6 countries

Progress achieved and challenges faced

- Health and Education both priorities in Malawi and Bangladesh elections as a result of actions of Oxfam-facilitated civil society coalitions (*NB comparative data on health and education expenditure in all 6 target countries will be included with next year's PPA report*)

The Oxfam campaign used elections in both Malawi and Bangladesh to increase government priorities on health and education, and to put pressure on the duly elected governments to deliver on election pledges. Healthcare moved from 6th to 3rd on the election agenda in Malawi, and the new Bangladesh government put in place a programme to scale up the number of teachers being trained.

Oxfam supported southern advocacy and campaigning work in 6 countries (Nepal, Liberia, Sierra Leone, Malawi, Ghana, Mozambique) that led to these governments signed up to initiate/expand/make permanent (depending on country) the free healthcare for pregnant women and children initiative (supported by the UK government and World Bank) announced at UNGA in 2009.

Initial progress was made with our partners on reforming the Education Fast-track Initiative, while Oxfam continued to support a civil society coalition in Mali to ensure effective engagement on education and financing policy.

List any documentary evidence of achievements

- Annex 3: Evaluation of 'Medicines for All' campaign in Malawi, June 2009

**What is the likelihood that Strategic Objective 3 will be achieved?
Rate 1 to 5**

2

Strategic Objective 4:

The number of young people in England, Scotland and Wales, aged 10-18, that are able and willing to take effective action for pro-poor change increases from 700 to 15,000

- 14,627 young people took action orientated towards pro-poor change over the course of 2009-10

Over the PPA period, Oxfam has changed its approach to promoting active global citizenship among young people in the UK - moving away from an emphasis on formal education policy and school-based curricula, to a programme focused on skills development and active youth participation.

Oxfam retains a role in formal development education. Oxfam's education website (<http://www.oxfam.org.uk/education/>) is a popular source of development education resources. A 2007 survey of 363 British educators revealed that there is a high awareness and trust among teachers of Oxfam's educational resources.

Oxfam are building up our regional youth boards and new youth action groups provide young people with clear channels and peer support. A year into the new structure, we have created a solid infrastructure of groups, annual school conferences and youth advisory boards for young people to engage with. Oxfam have exceeded our target of

reaching 8,945 young people and look forward to growing the programme and our reach throughout the remainder of the PPA.

Annex 4: Voices of Young People involved in Oxfam Development Education activities

Indicator 4.1: Number of young people directly reached by Oxfam development education and related activities increases from 700 to 13,000

Progress achieved and challenges faced

- 12,575 young people (55% girls and 45% boys) were reached by development education activities.

Young people were primarily reached through speaker visits to schools. 152 schools were visited over the year. Oxfam distributes 5,000 copies of 'Big Picture', a development education magazine carrying advice and content for education professionals. A conservative estimate is that we reach 25,000 students indirectly via this publication.

List any documentary evidence of achievements

- Schools visit reports completed by speakers (spreadsheet)
- Subscriber information for 'Big Picture' Magazine

Indicator 4.2: Numbers of young people involved in pro-poor action via Oxfam and its partners increased from 700 to 15,000.

Progress achieved and challenges faced

- 14,627 young people (approximately 65% girls and 35% boys) were involved in taking action on development issues.

These data are mainly derived from monitoring activities related to the 14,211 young people who took action in and out of schools in 2009-10. In addition, some 300 young people from 60 schools attended Oxfam conferences, 64 young people were members of 'Youth Action Groups', while 52 young people were involved in Oxfam's 'Youth Board' – see:

- http://www.oxfam.org.uk/get_involved/campaign/activists/village/youth-board.html

List any documentary evidence of achievements

- "COOT" – Oxfam's data base of actions taken by supporters, including young people
- Monitoring reports from schools visits (spreadsheet)

**What is the likelihood that Strategic Objective 4 will be achieved?
Rate 1 to 5**

1

What lessons are being learned from this PPA?

Monitoring and Evaluation.

Oxfam have made significant enhancements to our PPA reporting this year, and Oxfam is presenting aggregated outcome data across all four of our PPA objectives. The data collection and analysis 'architecture' that underlies this report represents a significant amount of organisational investment, both in staff time and money. However, the change models, data collection tools and analysis methodologies we have developed provide a hugely valuable resource for the organisation – one that has resonance for senior management beyond the 23 PPA portfolio projects. The learning will contribute towards an organisational level set of performance outcomes. These will allow Oxfam to better communicate our effectiveness to poor people we work with, partners, donors and the UK public.

The country-level learning has also been rich. For participating countries, the tools created for this PPA reporting cycle have proven both challenging and in some cases transformative. The Somaliland programme, for instance, commented that the tool developed to measure indicator 2.2 (positive DRR and Adaptation policy change) has helped them re-evaluate their theory of change around policy work. The Honduras, Nicaragua and Vietnam have commented on the way that the Outcome 3 tools have helped them re-shape their thinking around their approach.

Some more general programme lessons learned relating to the PPA outcomes are listed below:

Outcome 1: Market Access for Small-holders

The learning from the Mali, Malawi, Tanzania and Ethiopia portfolio projects highlights the importance of investing in market access as well productive technologies and strategies. Supporting small-holder agribusiness 'in the round' is a key part of Oxfam's strategy in its 'Enterprise Development Programme' (EDP). This programme supports enterprises through a mix of finance (loans and strategic grants) with advice on marketing, as well as more 'traditional' support on productive techniques.

- **EDP Annual Review:**
https://www.oxfam.org.uk/donate/edp/docs/EDP_external_annual_review_single_pgs.pdf

Outcome 2: DRR and Climate Change Adaptation

Throughout 2010, Oxfam has been rolling out its framework and approach to climate change adaptation (CCA). This has been influential across the NGO and academic community. The DfID/CHASE funded Africa Climate Change Resilience Alliance (ACCRA) is using this framework to research how different development and humanitarian approaches, such as Livelihoods promotion, Social Protection and Community Based Disaster Risk Management (CBDRM) can contribute to building the adaptive capacity of vulnerable communities facing climate change – with the aim of informing DRR and CCA policy and practice of government and the development sector in Africa. This programme has been and continues to be the product of close collaboration with the DRR lead within DfID CHASE.

Outcome 3: Citizen voice

Oxfam's work with IDS on power analysis in governance structures has influenced the development of the tools used to measure the PPA citizen voice outcomes. This joint research, which is gaining widespread currency in the development sector, was funded from unrestricted funds - again demonstrating the value provided by the PPA.

Outcome 4: Youth and Development Education

Based on project learning, our work on youth is moving from 'traditional' development awareness and towards supporting more youth-led activities. Feedback from young people clearly indicates that engagement is far deeper and more sustainable if takes place in a youth-led environment (e.g. youth groups and conferences).

Specifically describe innovative learning, e.g. specific knowledge generation about new issues encountered or discovery of new means of solving specific problems

While innovation is encouraged and supported throughout Oxfam's work, there are a number of key areas of programme development where Oxfam's creative energies are being focused:

Financing for small and medium enterprises:

Small and medium sized enterprises (SME) have enormous potential to drive sustainable economic and social development in low-income countries. But capital for SME growth rather than start-up (in appropriate forms, amounts, terms, and risk-return combinations) is in short supply in low-income countries – a problem known as the 'missing middle'. Working with the Corporation of London, Oxfam have developed a innovative private-sector partnership proposition – an SME Investment 'Fund of Funds', to be delivered with one or more private sector finance partners. We are currently looking at a range of banks and financing institutions as potential partners, as well as working to identify potential investors.

- See Annex 5: An OXFAM Fund for SME Investment: A joint project of the City of London Co Oxfam GB

Building private sector partnerships on supply chains

Smallholder agriculture is the main activity of the three billion people living in poverty. Oxfam is currently working to improve the business prospects for smallholder farmers by enabling them to take part in the value-chains of larger-scale businesses – whether they be local enterprises or multi-national companies. The best-developed example of the latter is 'Project Sunrise', a partnership with Unilever. Unilever, with their extensive supply and processing networks globally, have committed to buying a significant percentage (from 5%-20%) of Knorr's global requirements of key vegetables from the smallholders involved in 'Project Sunrise'. This in turn will influence Unilever's business model around the viability of small-holders in large scale supply chains.

- See Annex 6: Project Sunrise concept note

Renewable Energy

If low carbon, sustainable development is to become a reality, then development of the Renewables sector in the developing world is key. "Just Energy" is a renewable-energy brokerage scheme with a pilot programme in South Africa. A social enterprise, "Just Energy" works with local communities to secure their support for development of wind energy projects on their land. Technical feasibility studies have been carried out (by Just Energy). The community will receive a return, which is invested into a community development trust. Investors receive a financial return, while the environmental return from the South African pilot is estimated at 6.5 tonnes of carbon dioxide per pound invested. The South African government have used learning from this scheme to develop its regulatory framework for this new sector ensure more equitable benefits for poor communities from renewable resources.

- See Annex 7: Just Energy business plan

All the above mentioned innovative projects were seeded with Oxfam GB unrestricted funds, of which 7% net originates from our PPA with DFID.

Part D – Partnership with DFID

Partnership with DFID

The nature of Oxfam's working relationship with DFID ranges from the British Overseas Aid Group (BOAG) of NGO Directors meeting regularly with Ministers and members of DFID management board, to every-day working relationships between Oxfam and DFID staff in field offices all around the world. In the following section, we have summarised Oxfam's engagement on an indicative selection of issues over the past year:

Climate Change:

- In the run up to the UNFCCC in Copenhagen, Oxfam engaged with the DFID Climate and Environment group. Conversations focused around DFID's support to adaptation, finance and the role of UK government in negotiations.
- Oxfam and DFID explored how they could work together to build the capacity of southern Civil Society and governments to push for a fair, safe deal in the UNFCCC negotiations. These latter discussions ultimately resulted in DFID channelling an additional £2 million to Oxfam via the PPA for this work. The outcomes from this funding are described in Part B of this report and have been independently evaluated.
- DFID staff seemed to particularly value Oxfam's capacity to demonstrate the human impact of climate change, and also for our ability to put forward practical, policy-relevant solutions on adaptation. Key examples included:
 - 'Adapting to Climate Change: Enabling people living in poverty to adapt' (2010) http://www.oxfam.org.uk/resources/policy/climate_change/climate-change-adaptation.html
 - "The Rain Doesn't Come Anymore: Poverty, Vulnerability and Climate Variability in Ethiopia" (2010) http://www.oxfam.org.uk/resources/policy/climate_change/climate-change-poverty-ethiopia.html
- Oxfam staff commented that discussions with the Climate Group were particularly constructive and positive in tone.
- On more general DFID engagement, staff commented that the 'big NGO' joint meetings often favoured by DFID were not necessarily productive. One of the reasons why engagement on climate change might be seen as being more effective was because of an emphasis on shorter meetings with smaller groups.

Security, Stabilisation and Humanitarian Aid

- In 2010, Oxfam has engaged with the UK Government's Strategic Defence and Security Review (SDSR). Oxfam staff liaised with the Director of Stabilisation on possible reforms in the UK's stabilisation architecture and the overall direction of the Government's National Security Strategy. These discussions usefully informed discussions with other Government departments and our submission to the Review.
- As part of Oxfam's project to develop a sub-regional analysis of poverty and insecurity across DRC, Rwanda and Uganda, Oxfam have liaised with the DFID East and Central Africa team. These discussions have informed our forthcoming report, "Breaking the Cycle of Violence".
- In early 2010, Oxfam hosted a debate on foreign policy entitled 'No Return to Realpolitik', chaired by Jeremy Bowen, with DFID staff in attendance.

Results, Accountability and Transparency

- Oxfam launched a major new report on aid, accountability and transparency entitled “21st Century Aid: Recognising success and tackling failure” in 2010.
 - http://www.oxfam.org.uk/resources/policy/debt_aid/21st-century-aid.html
- Andrew Mitchell gave a key-note speech at the launch event in London, and used it as an opportunity to launch the new Independent Aid Watchdog. The Secretary of State later spoke in panel discussions along with Barbara Stocking and Ngaire Woods from Oxford University. A range of NGO and DFID staff, activists and others attended the event.
- We have regular discussions with DFID on improving monitoring and evaluation of projects, including participating in the DFID workshop on evaluating influencing projects in 2009 using the DFID-funded climate change work as a case study.
- The Head of the Civil Society Team attended our Programme Leadership Team meeting in 2010, providing very useful input to discussions on developing global outcome indicators.
- On broader aid effectiveness, Oxfam work intensively with the International Finance and Effectiveness team on, particularly on UNITAID and the Global Fund, in both of which cases Oxfam sit on the board with DFID.

Business Alliances

- This is a key area of policy development for both DFID and Oxfam, and is an area where Oxfam will be looking to develop a stronger policy dialogue with DFID.
- Building on a one-off meeting in 2010 to exchange ideas about working together on private sector partnerships, we will be looking to develop closer relationships with the Growth and Business Alliance teams. We are also exploring how we can usefully engage with the Business Innovation Fund in its pilot phase.

Part E – Corporate Governance and Organisational Change

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

This year, Oxfam will highlight two linked areas of organisational good governance - transparency and accountability.

Oxfam GB is committed to being fully transparent and accountable in its work. We have an open information policy, committing us to disclose any information about our finances, programme or other work on the basis of request (or give reasons for not doing so). Our open information policy can be found here:

- http://www.oxfam.org.uk/resources/accounts/open_information_policy.html

In our global reporting, Oxfam have adopted the standards of both the Global Reporting Initiative (<http://www.globalreporting.org>) and the Non-Governmental Organisations' Accountability Charter (<http://www.ingoaccountabilitycharter.org>). Global KPIs on accountability will feature in our Annual Report and Accounts for 2009-10, to be published shortly here:

- <http://www.oxfam.org.uk/resources>

At programme level, we have been publicly praised for the high standard of transparency we display to our beneficiaries and partners. We were positively reviewed in the SCHR Accountability Peer Review:

- Annex 8: SCHR Report on Accountability to Disaster Affected Communities

Oxfam were also recently singled out for praise from Transparency International after a review of our work in Georgia:

- <http://transparency.ge>

Oxfam have been working within the Emergency Capacity Building project (ECB) to develop and roll out a set of practical guidance and resource materials on beneficiary accountability.

- <http://ecbproject.org/goodenoughguide/materials/posters>

While Oxfam have been actively promoting best practice on accountability within its programme for many years, Oxfam GB staff will soon be required to follow a set of minimum standards in accountability.

- Annex 9: Draft Oxfam GB Programme Accountability Minimum Standards

Oxfam launched a new evaluation policy in 2009 (Annex **XX**). In it, Oxfam commits to evaluate all projects over £1m in value and (except in exceptional circumstances) will publish all evaluation reports on our internet site here:

- <http://publications.oxfam.org.uk/>

In terms of broader organisational governance, the following indicative selection of organisational policies have been included in **Appendix B** to this report:

- Staff code of conduct
- Child protection policy
- Disclosure of malpractice policy
- Equal opportunities policy
- Prevention of sexual exploitation and abuse policy
- Diversity positive action policy

Please provide any evidence to show how PPA funding allows you to take risks and innovate (if at all).

Half of Oxfam's gross income is "unrestricted" (not tied to specific activities or budget-lines). Unrestricted funding derives from donations by the UK public, legacies and trading, as well the PPA. The PPA itself accounts for over 7% of our net unrestricted income (i.e. what is available for charitable activities, once fundraising costs have been deducted).

Oxfam highly values the ever-shrinking un-restricted funding we receive. Oxfam's ability to innovate and work with impartiality in risky or unpopular contexts relies heavily on maintaining a high percentage of unrestricted funding. Innovative, risky or un-tested projects can be funded from unrestricted funds. Unrestricted funds can be also be used to 'underwrite' projects, allowing a project to get off the ground while fundraising efforts continue. In these cases, once fundraising efforts are successful, the unrestricted funds can be used elsewhere. In this way, the PPA leverages considerable gain to Oxfam's activities beyond its gross contribution to Oxfam's income.

Specific examples of where we have used the flexibility of PPA / unrestricted funding to support innovation and risk taking are:

- Seed funding for the establishment of Just Energy, a renewable energy brokerage scheme in South Africa (see Section C);
- Seed funding for Disaster Risk Reduction work across a number of countries, including a feasibility study for an innovative flood insurance scheme in Bangladesh;
 - See Annex 10: Catastrophe Flood Meso-Insurance in Bangladesh, Feasibility Study
- Oxfam's 'Catastrophe Fund', that enables rapid response to humanitarian disasters before external funding has been agreed;
- Funding of Deputy International Division Director post focusing entirely on driving and supporting innovation within the organization as well as regionally-held innovation funds

Part F – Cross –cutting issues

Describe any work your organisation has done on Gender and Faith if applicable (this question will be limited for the period 2008-2011)

Gender – Please describe how your organisation is mainstreaming gender in its work, as well as any specific work your organisation has done to promote gender equality and women's empowerment.

Faith – Please describe how your organisation is working with faith groups and communities

Gender

Oxfam aims to put poor women's rights at the heart of all our programming. Oxfam define mainstreaming as the process of ensuring that all of our work, and the way we do it, contributes to gender equality by transforming the balance of power between women and men.

Mainstreaming gender throughout our programme is a strong organisational priority. Oxfam have developed and applied a series of gender 'non-negotiables' to help us achieve this - essentially, minimum requirements in staff performance management and programme design) across our programme worldwide. Oxfam has committed to increase the number of its programmes that have core objectives to deliver transformational change for women. And Oxfam promotes cross-programme learning on gender programming, such as the Gender Learning Resource produced by our programme staff in Middle East, Eastern Europe and Commonwealth of Independent states (MEEECIS):

- Annex 11: Gender Learning Resource, MEEECIS

An example of gender mainstreaming from Oxfam's livelihoods work comes from the Amhara region of Ethiopia, where Oxfam has supported the Zembaba Honey Cooperative to produce export-quality honey. Over the last two years, a key part of the programme's strategy has been to develop honey production as a livelihoods strategy that can 'work for women', where more traditional livelihoods strategies can leave them marginalised. Through the project, the proportion of 3,500 agri-businesses that are members of Zembaba and that are led by women has increased from 8% to 18%.

Building on such examples, our Livelihoods Strategy for 2010-2015, identifies achieving gender justice as fundamental to all our livelihoods work.

- Annex 12: Economic Justice: Sustainable Livelihoods Now and for the Future
Oxfam GB livelihoods strategy (2010-15)

Our West Sumatra earthquake response (October 2009) provides an example of gender mainstreaming from our humanitarian work. Vouchers for cash grants were distributed to women and it was a requirement that groups receiving cash grants should

have a woman in the position of Treasurer. This ensured that, in an area where 18% of households were female-headed, women were not excluded from the benefits of cash transfers.

- Annex 13: Evaluation of Oxfam Indonesia's Response to Earthquakes in West Java and West Sumatra

Oxfam's work to promote the empowerment of women ranges from country specific work to global campaigns. In Nepal, Oxfam is promoting women's political participation, as well as their role in mitigating communal conflict, through the medium of local radio. At the other end of the scale, Oxfam's global climate change campaign has incorporated a strong gender component

- http://www.oxfam.org.uk/get_involved/campaign/climate_change/sisters/index.html)

Faith

Oxfam works with hundred's of faith-based partners worldwide – from Catholic diocese in DR Congo to Buddhist monasteries in Myanmar. A strong constituency of support for Oxfam in the UK originates from faith communities, including increasing numbers from the Asian-Muslim diaspora.

But there is a realisation in Oxfam that, alongside the secular European development community, we need to be more aware of the importance of faith in our analysis and more strategic in our engagement with faith communities and more literate with regard to religious perspectives on development challenges.

Over the past 2-3 years, Oxfam has invested time and funds in deepening our engagement on faith. In coalition with DFID, World Vision, Islamic Relief and the Tony Blair Faith Foundation, Oxfam supported a series of seminars on faith and development at the RSA in September-November 2009. The seminars were well attended by about 1,200 people over the series (including a large contingent from Muslim and Sikh South Asian communities). They encompassed discussions on markets, conflict, service delivery and climate change. It closed with an eloquent closing speech from Rowan Williams, the Archbishop of Canterbury, which received global media coverage.

- <http://www.guardian.co.uk/commentisfree/belief/2009/nov/13/rowan-development-aid-faith>

Oxfam have built on this in 2010, with a series of regional seminars with CEOs of a wide range of faith groups. These are helping identify common ground and highlight ways in which Oxfam can improve our analysis and ground level engagement with wider faith communities across UK - as well as to draw linkages with communities we work with overseas. An example of this is Oxfam's research conducted in East Asia into the importance of Faith communities in increasing poor people's resilience to the Global Economic Crisis