Evaluation Synthesis: Livelihoods Evaluations 2006-2008

Outcomes and lessons learned from Oxfam GB's livelihoods programme evaluations

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Acknowledgements

Cover photo: Badakshan province, Afghanistan, the site of one of the 42 programmes that were evaluated and provided evidence for this report.

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Executive Summary

Introduction

This report synthesises the results and lessons learned in 40 evaluations of Oxfam GB's Sustainable Livelihoods programmes in the calendar years 2006 to 2008. It constitutes part of Oxfam GB's newly instituted annual process of programme evaluation syntheses that summarise outcomes and identify 'good practices' for different programme areas – with a view to informing organisational decision-making, strategy and focus for future programme design.

The challenge of course was to synthesise the outcomes and lessons from programmes as divergent as the Niassa Food and Livelihood Security Programme in Mozambique, the Disaster Management Programme in Cambodia and the Make Trade Fair global campaign – without losing the breadth and rich diversity that truly characterises Oxfam GB's livelihoods work. This mandate was made even more challenging due to the absence of any single 'results chain' or set of outcome categories under which all Oxfam GB's livelihood programmes fall.

However, while the contexts, focus and objectives of these programmes varied significantly, a strong and comprehensive set of livelihoods programme outcomes emerged. Chart 1 on page 13, provides a full overview of the different levels and types of outcomes documented in the reports.

Four categories of short-medium term outcome: Strong performance documented

Four short-medium term outcomes were identified, to which all of the programmes contributed in some way:

1. Change in knowledge, beliefs, awareness or understanding

2. Change in behaviours, practices, decisions or actions

3. Strengthened relationships or new partnerships established through collective mechanisms for mobilisation, joint action, exchange and/or coordination

4. Improved capacity to realise, support or promote rights and livelihoods

These short-medium term outcomes were also key strategies evident in all livelihoods programming – whether implicitly or explicitly. Through affecting change in these four categories, programmes aimed to achieve their long term goals.

Eight categories of long term outcome

Most of the programme reports cited evidence of long term outcomes having been achieved. While sometimes closely linked, two distinct streams or categories of long term outcomes emerged, defined by the long term impact to which each stream ultimately contributed:

Impact (Stream 1): Poor and vulnerable communities are empowered to access, claim and enjoy their rights

Five long term outcomes were identified in this stream, pertaining to:

5. Income, food security and control over assets

6. Reduced vulnerability and increased resilience to disaster or shock

7. Enhanced access to improved services

8. Improved physical, emotional and social well being

9. Women better able to access and enjoy their rights

78% (31) of the programmes contributed to one or more of these outcomes in some way.

Impact (Stream 2): The rights and livelihoods of poor and vulnerable populations are recognised, secured and protected

Three long term outcomes were identified in this stream pertaining to:

10. Enhanced relationships and capacities for policy influence

11. Formalisation of rights and securement of fair terms

12. Broadening the public agenda

38% (15) of the programmes contributed to one or more of these outcomes in some way.

Highly variable performance on long term outcomes

The extent to which these outcomes were achieved was highly variable – across, and even within some, programmes. Examples are provided throughout the report to illustrate the outcomes achieved and the evidence used to demonstrate them. (A full breakdown of outcomes documented in each of the programme evaluation reports is provided in Chart 2 on page 14). A range of issues were identified as impeding the achievement of outcomes, including:

- The need for more time to build on short-medium-term achievements and contribute to long term sustainable change

- A lack of capacity by beneficiaries, local partner organisation, or other stakeholders to sustain outcomes

- The lack of clear and systematic monitoring and evaluation (M&E) data and practices from which programme strategies could be regularly refined and improved

- In the case of gender-related outcomes and outcomes for women, a lack of gender strategies and gender capacity amongst stakeholders

- External environments, including natural disasters and inhospitable political contexts

Despite the many challenges, there were strong examples of each of the above long term outcomes having been very successfully achieved in some Oxfam GB's livelihoods programmes.

Eight lessons learned

The following highlights the key lessons concerning the achievement of outcomes:

Lesson 1: The highly participatory nature of Oxfam GB's livelihoods programmes builds local ownership and capacity, and ensures relevance to programmes' intended beneficiaries

Programmes were uniformly found to be highly relevant to target beneficiary communities and partner organisations. This was attributed to the participatory approaches to which all programmes adhered – which gave beneficiaries and the organisations representing them a voice in the design and implementa-

tion of projects. This was frequently observed as having built local ownership and commitment, key elements contributing to the long term sustainability of programme achievements.

Lesson 2: The nature of the partnership between Oxfam GB and its local partners is critical to both the effectiveness and efficiency with which livelihoods programmes are implemented

Oxfam GB's commitment to establishing equitable, mutually-beneficial partnerships is well documented in the reports. While partnerships were weak in some programmes, the data showed that when strong, these partnerships contributed to programme successes in a significant way. Aspects of strong partnerships highlighted in the data include:

- Compatibility in terms of organisational goals and orientation

- Clarity of agreement, roles and responsibilities

- Respect and understanding of the distinct expertise, contributions and capacities of each partner

Lesson 3: Supporting the development of local, collective organisations through which beneficiaries can "represent themselves and their values…understand, articulate, and claim their rights"[1] was key to the achievement of many outcomes and to the long term sustainability of these achievements

Building relationships – especially those between beneficiaries – was central to all programmes and contributed to a range of long term outcomes, through:

- Increasing income potential through access to new markets and better terms

- Strengthening collective voice and networks for advocacy or policy influence

- Increasing knowledge, awareness and skills of members, including policy capacity skills to promote interests and rights

- Increasing profile for beneficiaries' values or rights

- Enhancing sense of community, social cohesion and self-esteem

1. http://www.ofam.org.uk/resources/trade/introduction.html - Accessed April 2009

Lesson 4: Building relationships – or partnering – with government was a key approach that contributed to the sustainability of programmes

Programmes that invested in building multi-stakeholder dialogue or relationships, particularly with government stakeholders (or where government stakeholders were the key partner) were consistently deemed by evaluators to be more sustainable than those that did not. In many of the programmes where evaluators identified sustainability concerns, they recommended that such relationship-building be integrated into future programme strategies.

Lesson 5: Although the above approaches are contributing to the sustainability of Oxfam GB's livelihoods interventions, more investment is needed to support the long term sustainability of their achievements

The most significant factors flagged as affecting the long term sustainability of programmes include the need for more time and investment, the lack of capacity and the lack of investment in building multi-stakeholder relationships – particularly with government actors. In terms of capacity gaps, this finding seems to contradict the extensive capacity-building achievements documented across the programmes. However, it is perhaps reflective of the poverty, marginalisation and/or vulnerability of the beneficiaries that Oxfam GB's livelihoods programmes target. Long term capacity support may need to be much more extensive and require larger investment in livelihoods programming than in programming that targets other, less poor or vulnerable populations or communities.

Lesson 6: Ensuring women's participation did not ensure that gender issues were addressed

Strong gender outcomes were evident in a number of programmes. These pertained not only to outcomes for women in all of the outcome categories, but also to reducing the risk facing girls and women to gender-based violence (GBV), increasing the gender capacity of stakeholders, and challenging or changing gender relations and roles in the communities where programming was based. However, as with all other outcomes, performance was mixed. Some evaluations noted more modest achievements for women due to underlying gender relations and/or barriers affecting women's participation in programmes. Some reports flagged an increased workload for women due to new roles and responsibilities. One report cited anecdotal evidence of unintended negative impacts on women resulting from a failure to implement effective strategies for identifying and managing the potential repercussions of challenging existing gender relations. The lack of gender capacity amongst partner organisations, and the absence of gender strategies for the programme as a whole, were both identified as key barriers to achieving greater gender out-comes and/or outcomes for women.

Lesson 7: Strong monitoring and evaluation practices supported outcomes achievement, but were not observed in most livelihoods programmes

While the lack of baseline data was the most frequently M&E gap observed by evaluators, many reports also noted the lack of logical frameworks, performance measurements or indicators, and systematic practices through which outcomes were documented, monitored and measured. Evaluators frequently identified this as an obstacle to their own evaluation process. However, it also clearly hindered programmes from refining and revising their strategies and approaches based on what was working and what was not in a given programme.

Lesson 8: A range of good practices are used in Oxfam GB's Livelihoods programming, which contribute to the programmes' successes

Outlined in the main text, these practices highlight instances where specific strategies or approaches have directly contributed to outcomes achievement in livelihoods programmes.

Puspa Indra, Food Security and Livelihoods (FSL) Coordinator, Oxfam PRIME team, Indonesia, announcing details of cash distributions in Bojonegro District, East Java. An evaluation of the PRIME programme is one of the forty evaluations used for this synthesis report.

Photo credit: Jane Beesley/Oxfam

1. Introduction and Objectives

Oxfam's Monitoring, Evaluation and Learning (MEL) system is made up of a suite of monitoring, evaluation and learning processes that together support Oxfam GB to carry out more rigorous evaluations of outcomes and impact, facilitate learning from its experience, and increase accountability to stakeholders. Programme evaluations constitute an essential part of this newly introduced system, as part of this, Oxfam GB has developed a Programme Evaluation Policy. This policy aims to: ensure that findings from programme evaluations are used to improve the quality of programmes; to support Oxfam GB to be more transparent with the outcomes of its work; and to ensure quality control of all evaluations of Oxfam GB programmes.

Through this policy, Oxfam GB commits to making all programme evaluations accessible to staff and the wider public, and to undertaking annual syntheses of its programme evaluations in order to:

- Summarise programme outcomes

- Identify 'good practice' within programme areas

- Feed into organisational decisions about strategy and focus

- Influence the design of future programmes based on an improved understanding of what works and what doesn't

Addressing and overcoming poverty through support for sustainable livelihoods has long been a thrust of Oxfam's work. Though the focus and strategies have changed over the years, livelihoods work remains "the largest area of Oxfam's expenditure… outside of [its] humanitarian response[2]." Livelihoods programming pertains to a range of areas related to people's rights to and need for reliable and sustainable sources of food, income and employment.

This report is a synthesis of the outcomes and lessons learned in livelihoods programmes, as documented in 40 programme evaluation reports. The evaluations represent a range of programmes (see following section on "Overview of data sources"), and were carried out in the calendar years 2006 - 2008. The synthesis study was conducted from February-May 2009 by a two-person team of Canadian consultants. The terms of reference are included as Appendix 4 to this report.

Pom Kea (right) and his daughter, Pom Cheang Yo (8), crouch next to a dike completed in July 2005. Pom Kea was one of the 270 villagers in Ta Or commune who benefited from the Cash-for-Work scheme. Photo credit: Jim Holmes/Oxfam

Overview of data sources

While background documents were reviewed for contextual information, this report is a synthesis based on an analysis of the findings and lessons learned in 40 Livelihoods programme evaluations. The majority of evaluations were external evaluations (34), though some internal evaluations (3) and reports to funders (3) were also included – all conducted between the calendar years 2006-2008.

The sample of evaluations was selected internally by Oxfam staff, chosen based on the quality of the evaluations, and not the quality or performance of the programmes they evaluated. The initial selection process did not consider the types of outcomes being reported (i.e. whether they were positive or negative, primary or secondary, direct or indirect, intended or unintended), but was focused on the robustness of those outcomes and findings. While efforts were made to broadly ensure a geographic and thematic spread of evaluations included in the synthesis, the selection of reports based on their quality was done to ensure a high degree of confidence in the results being reported. As such, the programmes included in the synthesis are not a representative sample of Oxfam's livelihoods programming – and programmes funded by restricted income, which tend to have donor requirements for independent evaluations, are over-represented.

The programmes that the reports evaluate date from the early 2000s onwards. The current priorities for Oxfam's work under the Sustainable Livelihoods Strategy in 2009 were not areas of strength or focus in the early part of this decade, and as a consequence, the evaluations used as input to this report should not be taken to be representative of the thematic focus of Oxfam's current (2009/10 onwards) portfolio of livelihoods programmes.

Total budget of programmes covered by the evaluations[3]

= £29,224,146

As a percentage of Oxfam's total programme expenditures[4]

= 3.87%

As a percentage of Oxfam's expenditure on livelihoods programming = 17.84%

Appendix 1 outlines the parameters used to identify the 40 evaluations selected for the synthesis study. Only one of these programmes is classified as working 100% towards Livelihoods objectives - the rest vary anywhere from 10 to 90% Livelihoods.

Methods for assessing findings

In order to ensure a systematic review and analysis of findings, a synthesis framework was developed, which outlines the key lenses of analysis used to assess all data. Developed in close consultation with senior Oxfam GB evaluation staff, the framework outlines 7 key categories of analysis, with key questions and sub-questions for each category. As there is no single 'results chain' or logical framework for Oxfam GB's Livelihoods programming, the evaluators identified key categories of outputs, short-medium and long term outcomes that emerged based on their reading of the evaluations. A quality assessment was also conducted of the evaluations to support an analysis of the veracity of the data – helping to mitigate against the risks associated with working with secondary data.

The degree to which outcomes were reportedly achieved varied significantly. However, results were 'counted' where the evaluator demonstrated that the outcome had been achieved in some way or to some degree. The range of evidence provided varied significantly – often due to the lack of baseline or monitoring data within a programme, or the limited scope of an evaluation. However, where there were concerns about the validity of an evaluator's claim (based on a quality assessment of the reports), data were not included.

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2. Oxfam GB, *Aim 1: Right To A Sustainable Livelihood: Oxfam GB Aim 1 Strategic Framework 2007/08-2009/10*, page 1
3. Please note that no budget data is available for the following evaluations: Nelson Marongwe & Kudzai Chatiza, *Final Report: Assessment of the Oxfam GB Livestock Fairs Intervention,* Zimbabwe, 2007 (this evaluation assesses a component of a number of different programmes); John Meyer, Esther Mede & Pierson Ntata, *Joint Oxfam Programme Malawi 2004-2007,* 2006; and *Mid-Term Review, HIV & AIDS Response Scale-Up Programme of Oxfam GB in Malawi (2005-2008),* 2007 (the latter two are both led by Oxfam International, however, the evaluations only cover certain components of the programmes).
4. The programme expenditure for 2008/09 had to be estimated at the time that this report was written, as the accounts were not yet complete. Programme budgets are recorded by annual year, but Corporate accounts are recorded by Oxfam's financial year (May-April).

2. Methodology

Methods for categorising results

There is no single, corporate-level 'results chain' or logical framework for Oxfam GB's Livelihoods programming that outlines a typology of livelihoods results. Hence, perhaps not surprisingly, the way in which evaluators articulated, characterised or framed results varied significantly. In order to synthesise the results in a comprehensive and accurate way, the evidence presented in the evaluation reports was examined and clustered into different categories or types of results at the level of outputs and outcomes.

In devising the categories, careful consideration was given to Oxfam GB's Strategic Framework for its livelihoods work and Oxfam GB policies such as its Partnership and Gender policies. Input was also sought from Oxfam GB Evaluation and Livelihoods personnel, though the tight timeframe did not permit for extensive consultation. Outside sources were also drawn upon, such as the typology of policy influence developed by the International Development Research Centre (IDRC) for its recent policy influence study[5]. Ultimately, however, the proposed categories of outcomes aim to reflect to the best extent possible, the intentions of the evaluators upon whose work this synthesis is based.

For more information on the approaches used in the development of these methodologies, please see Appendix 1. The synthesis framework is included as Appendix 2 to the report.

Limitations

The following limitations are identified:

Limited Scope: As addressed above, the 40 programme evaluation reports do not represent the full diversity or current priorities of Oxfam GB's livelihoods work. As such, the outcomes identified in this report should not be viewed as an exhaustive list. Also, the focus of this synthesis is on outcomes achieved and the lessons concerning why and how these were achieved. Hence, while all key issues concerning outcomes that were not achieved are addressed in the report, these are not the intended focus of the document.

Reliance on secondary sources: There are a number of inherent limitations to working with secondary data, including the inability to assess the full veracity of the findings. In order to try to mitigate against this risk, a Quality Assessment of the evaluations was conducted and findings were weighted accordingly. Ultimately, however, the consultants were only able to work with what was addressed and presented in the reports. Where claims were unsupported by evidence, description or plausible arguments, or the language used was too vague to ascertain the intended meaning, it was not possible to use this data in a meaningful way. Moreover, it is acknowledged that the absence of documented outcomes in a given area may not indicate a failing of a particular programme but rather, an omission by its evaluator.

Oxfam GB's decentralised approach to evaluation and lack of a single typology of Livelihoods outcomes: Evaluators defined, described and framed outcomes in very different ways. To some extent, this diversity reflects the rich range of outcomes to which Oxfam GB's work is contributing as well as the unavoidably subjective nature of evaluation processes. However, it also belies the fact that Oxfam GB adheres to a de-centralised approach to evaluation and that to date, there is no single typology of results or a comprehensive set of outcome categories identified at the corporate level – from which the evaluators could draw. This posed a significant challenge to the consulting team in synthesising outcomes across a wide range of livelihoods programming in divergent contexts. The approach taken to address this challenge is elaborated upon in Appendix 1.

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5. Evaluation Unit, International Development Research Centre (IDRC), *The Influence of Research on Public Policy*, Ottawa: 2004

Mohammad Ali is a traditional beekeeper in Deder, Ethiopia, who has received new hives, technical training, tools such as extractors, smoking materials and bees wax from Oxfam to enable him to make the most of his livelihood. Honey is a valuable product and the new hives and working techniques mean Mohammad and other beekeepers can produce more of it than through using the traditional hives. The photo below is of honeycomb from Mohammad's new hives. An evaluation of the Bees Products Trade Promotion Programme in Ethiopia (2003 - 2006) is one of the 42 evaluations used for this synthesis report.

Photo credits: Crispin Hughes/Oxfam

3. Findings – Overview

Three levels of results were identified in the reports:

Outputs or the "direct products or services stemming from the activities of an organisation, policy, program, or initiative" [6]

Short-medium term outcomes or the immediate and intermediate results of the programme outputs for target beneficiaries or groups

Long term outcomes, which resulted from a culmination of short-medium results over a period of time [7]

This section provides an overview, mapping and elaboration of the short-medium and long term outcomes to which livelihoods programmes are contributing in some way or to some degree. While nine categories of outputs were identified, as outlined in Chart 1 below, the focus of this report is on outcome-level results, and outputs are not explicitly addressed anywhere in this report.

Overview of outcomes in livelihoods programme evaluations

Two of the 40 reports documented output-level results only—due either to the quality[8] or the timeframe[9] of the evaluation. All of the remaining reports detailed evidence of contributions at the outcome level – whether short-medium or long term.

The two levels of outcomes (short-medium term and long term) are further broken down into 12 categories or types of results: four short-medium and eight long term outcomes. All of the reports that documented outcome-level findings presented evidence of contributions made to all four of the short-medium term outcomes. While long term outcomes were often found to be closely related or mutually reinforcing, two different 'streams' of long term outcomes were distinguishable. The streams are defined by the distinct but related impact-level goals to which each stream contributes.[10]

Impact Stream 1: Poor and vulnerable communities are empowered to access, claim and enjoy their rights

78% (31) of the reports documented long term outcomes in this stream

Impact Stream 2: The rights and livelihoods of poor and vulnerable populations are recognised, secured and protected

38% (15) of the reports documented long term outcomes in this stream

Chart 1 maps out the different levels and categories of results documented in the evaluations and their relationship to one another. Chart 2 provides an overview of the level and type of results documented in each of the evaluation reports, as well as the region and theme of the programmes being evaluated. The section that follows elaborates on each of the identified short-medium and long term outcomes, and the nature and extent to which these results were achieved, illustrated with examples.

6. Canadian International Development Agency (CIDA), *Results-Based Management – Policy Statement: Amended terms and definitions*, 2008

7. Please note that while the terms short, medium and long clearly refer to an expected length of time within which results may be achieved as per the lifespan of a programme, the lifespan of Oxfam GB's programmes vary significantly, as do the many contextual factors affecting achievement of outcomes (see Lessons Learned section of this report pages 32-41). As such, the terms are perhaps best understood as referring to the degree of impact achieved by a programme.

8. The following report was of poor quality and only reported output-level findings: Tom Gardiner & Honasio Fombe, *Final Evaluation: Niassa Food and Livelihood Security Programme for Southern Niassa*, Mozambique, 2007

9. *Final Report, Livelihoods Recovery Programme.* September 28th 2005-January 6th 2006, Caribbean, 2006

10. While the achievement of impact level results was not captured in this synthesis, understanding the long term impacts to which programmes either explicitly and implicitly aimed to contribute was a logical extension of the results mapping process.

Chart 1: Mapping of results documented in livelihoods programme evaluations

Outputs	Short-Medium Term Outcomes	Long Term Outcomes	Impact Stream 1

Partnerships link actors and organisations

Relationship-building facilitated

Delivery, or support for establishment, of:

- information or knowledge
- training for skill and/or capacity development (e.g. agricultural technology, policy brief writing)
- technology (e.g. farming technology)
- physical infrastructure (e.g. latrines)
- social infrastructure (e.g. social services)
- financial inputs (e.g. micro-credit, cash for work)
- other inputs or resources (e.g. fertiliser)

1. Change in beliefs, awareness, knowledge or understanding

2. Change in behaviours, practices, decisions or actions

3. Strengthened relationships or new partnerships established through collective mechanisms for mobilisation, joint action, exchange and/or coordination

4. Improved capacity to realise, support or promote rights and livelihoods

5. Improved income, food security and control over assets

6. Reduced vulnerability and enhanced resilience to disaster or shocks

7. Enhanced access to improved services

8. Improved physical, emotional and social well-being

9. Women have improved security, resilience and access to their rights

Poor and vulnerable communities are empowered to access, claim and enjoy their rights

Long Term Outcomes	Impact Stream 2

10. Enhanced capacities to claim, represent or secure rights

11. Rights and fairer terms are formally secured

12. Broadened public debate and/or agenda

The rights of poor and vulnerable populations are recognised, secured and protected
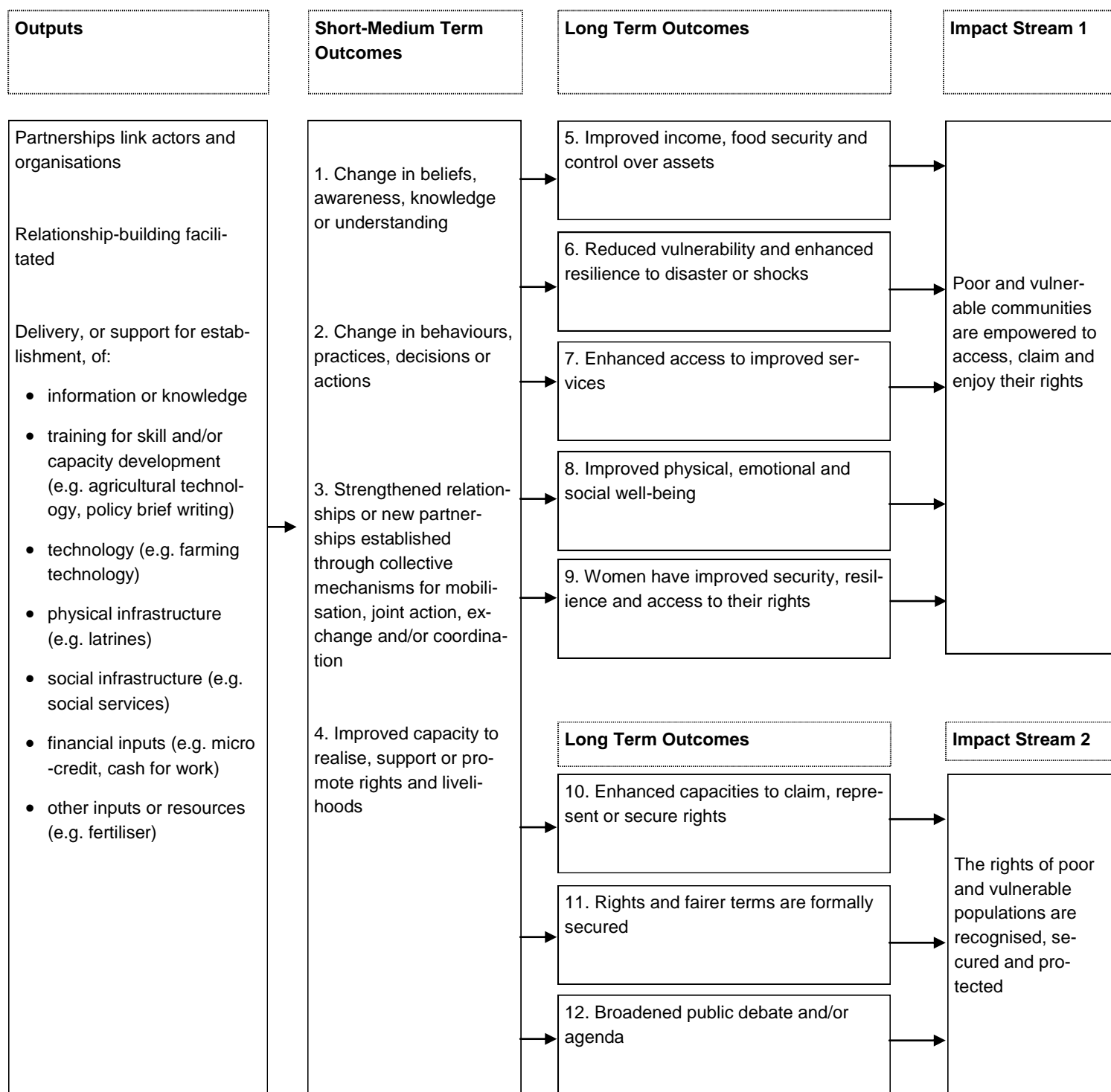
Chart 2: Overview of outcomes documented in evaluation reports

The following chart provides an overview of the level and type of outcomes documented in the evaluation reports. Outcome numbers correspond to those in Chart I above. An 'x' indicates that the report contained evidence that the outcome was achieved to some degree as a result of the programme. It does not indicate the extent to which this outcome was achieved, nor whether it was consistently achieved across all components or locales of a programme.

Evaluation Report:	Country	Theme	Outcomes documented											
			1	2	3	4	5	6	7	8	9	10	11	12
1. Market access	Nigeria	Market access	X	X	X	X	X		X		X			
2. M&E capacity for women's union & farmers' association	Vietnam	Governance	X	X	X	X					X	X	X	
3. Integrated Programme on HIV/AIDS, GBV & Poverty	South Africa	HIV/AIDS	X	X	X	X		X	X	X	X			
4. Community-based rural Livelihoods	Afghanistan	Community-based	X	X	X	X	X	X	X	X	X			
5. River Basin Programme	Bangladesh	DRR	X	X	X	X	X	X	X	X	X	X	X	
6. Humanitarian Protection & Support	Philippines	Humanitarian	X	X	X	X	X	X	X	X	X	X	X	
7. CBCRM	Philippines	Community-based	X	X	X	X	X				X	X	X	X
8. SL, IDPs Support & Emergency Seed Distribution	Eritrea	Agriculture	X	X	X	X	X			X	X			
9. Food & Livelihood Security Programme	Mozambique	Agriculture	-	-	-	-	-	-	-	-	-	-	-	-
10. Livestock Fairs	Zimbabwe	Market access	X	X	X	X	X				X			
11. Sustainable Livelihoods Recovery	Sudan	Post-conflict	X	X	X	X	X				X			
12. Promoting Food Security	OPT	Diversification	X	X	X	X	X	X	X	X	X			
13. Unwrapped Project	Sudan	Post-conflict	X	X	X	X			X					
14. Food Security & Livelihoods	Uganda	Post-conflict	X	X	X	X	X		X		X			
15. Urban Livelihoods	Russia	Urban	X	X	X	X	X		X		X	X		
16. Increasing Food & Livelihoods Security	OPT	Agriculture	X	X	X	X	X	X		X	X			
17. HELP	Sierra Leone	Post-conflict	X	X	X	X	X	X	X	X	X			
18. Strengthening Participatory Multi-Hazard Disaster Preparedness	Tajikistan	DRR	X	X	X	X								
19. River Basin Programme	India	DRR	X	X	X	X	X	X	X	X	X	X	X	
20. Joint Oxfam Disaster Management Programme	Cambodia	DRR	X	X	X	X	X	X	X	X	X			
21. Make Trade Fair Campaign	Global	Campaign	X	X	X	X						X	X	X
22. Unwrapped Project	Sudan	Agriculture	X	X	X	X	X		X	X	X			
24. Community Based Animal Health Work	Uganda	Pastoralists	X	X	X	X	X		X		X		X	
25. Community - Based Primary Health Care	Yemen	Health	X	X	X	X			X	X	X	X	X	X

Evaluation Report:	Country	Theme	Outcomes documented											
			1	2	3	4	5	6	7	8	9	10	11	12
26. Livelihoods' Recovery Programme	ESC	Post-disaster	-	-	-	-	-	-	-	-	-	-	-	-
27. Disaster Mitigation and Preparedness	Mongolia	DRR	X	X	X	X	X	X'	X			X		
28. SOS Sahel Bees Products Trade Promotion	Ethiopia	Agriculture	X	X	X	X	X		X					
29. Securing Rural Livelihoods	Ghana	Agriculture	X	X	X	X	X				X			
30. Augmenting Livelihoods	India	Agriculture	X	X	X	X	X		X		X			
31. Cash component: Community Based Drought Preparedness & Mitigation	Cambodia	Cash-for-work	X	X	X	X	X	X	X	X	X			
33. Community Based Flood Preparedness	Pakistan	DRR	X	X	X	X		X	X	X	X			
34. PRIME	Indonesia	DRR	X	X	X	X		X	X		X	X	X	X
35. Toward the Respect of Economic, Social and Cultural Rights	Guatemala	Governance	X	X	X	X						X	X	X
36. Small producers' capacity development (Sistematization Report)	Nicaragua	Market Access	X	X	X	X								
37. Small producers' capacity development (Technical Evaluation)	Nicaragua	Market Access	X	X	X	X								
38. Advocacy and Capacity Building in Urban Spaces	Brazil	Urban	X	X	X	X					X	X	X	X
39. Joint Oxfam Programme	Malawi	Joint programme	X	X	X	X	X	X	X	X	X		X	
40. HIV & AIDS Response Scale-Up Programme	Malawi	HIV/AIDS	X	X	X	X	X	X	X	X	X			X
41. External Evaluation of OI's Labour Rights Campaign	Global	Campaign	X	X	X	X					X	X	X	X
42. External Evaluation of OI's Make Trade Fair Campaign	Global	Campaign	X	X	X	X					X	X	X	X

KEY

Short-medium term outcomes

1. Change in beliefs, awareness, knowledge or understanding

2. Change in behaviours, practices, decisions or actions

3. Strengthened relationships or new partnerships established through collective mechanisms for mobilisation, joint action, exchange and/or coordination

4. Improved capacity to realise, support or promote rights and livelihoods

5. Improved income, food security and control over assets

6. Reduced vulnerability and enhanced resilience to disaster or shock

7. Enhanced access to improved services

8. Improved physical, emotional and social well being

9. Women have improved security, resilience and access to their rights

Long term outcomes

10. Enhanced capacities to claim, represent or secure rights

11. Rights and fairer terms are formally secured

12. Broadened public debate and/or agenda

This section describes each of the short-medium term outcomes identified in the reports, providing examples for illustration [11]. The following outcomes were not always comprehensively achieved in each of the programmes evaluated. However, all of the reports that documented outcome-level results [12] provided evidence demonstrating the achievement of all the following four short-medium outcomes in some way:

1. Change in beliefs, awareness, knowledge or understanding

2. Change in behaviours, practices, decisions or actions

3. Strengthened relationships or new partnerships established through collective mechanisms for mobilisation, joint action, exchange and/or coordination

4. Improved capacity to realise, support or promote rights and livelihoods

1. Change in beliefs, awareness, knowledge or understanding

Achieving long term goals through addressing the beliefs, awareness or knowledge of stakeholders was an implicit or explicit strategy, evident in all livelihoods programmes. This outcome pertained to the full range of potential stakeholders, related to a wide range of areas, such as public health and hygiene, fair trade, strategies to improve existing livelihoods, services or resources available, gender issues, employment rights and environmental protection.

In DRR programmes, such as the Community Based Flood Preparedness in Southern Punjab, raising awareness at an individual and community level is clearly central to improving the readiness of beneficiaries and communities for disasters. This programme raised awareness about hygiene, first aid, the roles and responsibilities of early warning committees and the link of better preparedness with the potential impact of the disaster

amongst students in the programme [13]. In another example — Oxfam International's Make Trade Fair campaign — the evaluation team notes that through the programme, "Oxfam has emphasised changing attitudes and beliefs about the systemic links between trade rules and practices, on the one hand, and precarious employment, low commodity prices and poverty, on the other through a process of research, outreach and training. This appears to have helped small farmers groups, women's organisations, trade unions and others to realise that there are alternatives that might improve their wellbeing." [14]

Example from the evaluation of the Small Producers' Capacity Development Support programme in Nicaragua

The evaluator observes what a formidable challenge and contribution it is to affect peoples' ways of thinking:

"The [project's] focus on 'transformation', not only of primary products such as cocoa, milk and wood, but also of people, of their mentality and cultural practices, was spot on and audacious. Rather than a challenge, it became the essence of the content and results of the project, helping begin the transition towards the overcoming of poverty. The fact that the target groups moved from one mentality to another, and from one practice to another; the fact that their world and vision expanded to undertake new unknown activities, both on their form and content, that they understood the dimensions of the market better and faced it, was both difficult and daring for all actors, including the team project, counterparts and target groups"

Lácteos Siuna, Apoyo al desarrollo de capacidades de pequeños(as) productores(as) de tres municipios de la RAAN – Nicaragua para acceder a mercados, Nicaragua, 2008

Change in awareness or knowledge was sometimes an immediate or short-term outcome of education, training or information provided through the programme — such as in the DRR programme noted above. However, in other programmes, changes in beliefs, understanding or knowledge happened over a longer period of time, over the course of a programme. For example, in the Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation, the authors report that through their

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11. The numbering of outcomes corresponds to the numbers in Chart 1 on page 13 of this report.

12. 38 of the 40 reports reviewed documented contributions towards short-medium term results.

13. European Commission Humanitarian Aid Office. *Single Form For Humanitarian Aid Operations, Community Based Flood Preparedness in Southern Punjab,* Pakistan, 2007

14. Ann Weston and Chantal Blouin, *External Evaluation of Oxfam's Make Trade Fair Campaign,* 2006, page 13

15. Megan Bick, Lori Streich & Angela Dale, *Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation*, Russia, 2008, page 10

16. Please note that while all evaluation reports that documented outcomes included evidence of practices or behaviours having changed in some way, there were examples where a programme led to changed behaviours in one aspect but not in another.

17. Prof. Wambui Kogi Makau, *Evaluation Report: Unwrapped Project 2007/08,* Lakes State of Southern Sudan, 2008, page 7

participation in the programme, municipal government representatives came to understand the needs of small business owners, and how small businesses could contribute to the municipalities. According to the evaluators: "[t]his is all part of a cultural change of acceptance of small business which is slowly happening throughout society. This is partly due to the passing of time and realisation of the benefits that small businesses can bring and helped by the training in particular of schoolchildren." [15]

It is notable, however, that changes in beliefs, understanding or knowledge were not always accompanied by changes in behaviours, practices, decisions and/or actions [16]. In the Unwrapped Project in the Lakes State of Southern Sudan, for example, the author says that the project has increased gender awareness, but that expected gender outcomes and impact have not yet been achieved [17]. In the case of the Health, Empowerment, Livelihood and Protection (HELP) Kailahun Programme in Sierra Leone, the authors observe a similar phenomenon, though related to health. While the evaluators note that the community attributes decreased morbidity and mortality rates to increased awareness on personal hygiene and environmental health issues, they add a caveat: "It is…apparent that while the level of knowledge on environment health and personal hygiene are high, practises do not always match the level of knowledge. This is a challenge for the health education practitioners to develop strategies that promote individual behaviour change." [18]

In some instances, evaluators attribute this gap between knowledge and practice to a lack of capacity. In the Enhancing Poverty Policy Monitoring and Evaluation Capacity programme in Vietnam, the evaluation team concludes that, "the poor men and poor women at four project communes have possibly been updated with better knowledge on their rights and obligations to some extent, but they are still lack[ing] in skills to monitor and evaluate the policies by themselves and reflect upon them. The reason for the partial achievement of the goal was the delay

in implementation of capacity enhancement activities. The number of trainings imparted was inadequate and did not cover all targeted poor men and women."[19] However, this finding also belies the challenge that traditional practices at the cultural or societal level – such as gender relations – can pose to efforts to change behavioural practices.

2. Change in behaviours, practices, decisions or actions

As with the above outcome, this result was documented amongst a range of stakeholders in all of the livelihoods programmes where outcome-level results were evident. Evaluators saw this result as a necessary condition for the achievement of all long term outcomes. For example, in the Community-Based Rural Livelihoods Programme in Badakhshan, Afghanistan, the reduced incidence of child marriage and an increased investment in health infrastructure are attributed by the evaluation team to, respectively, shifts in practices by beneficiaries at the community level and decisions taken by the government. [20]

Outcomes were documented at the individual, community and institutional levels. At the individual and community levels, behavioural changes are leading to a range of outcomes. For example, due to Oxfam GB's programming in Yemen, more women now access health services.[21] In another example, the evaluation team assessing programming in Malawi found that youth more frequently seek prevention, care and support for HIV/AIDS, and workers more readily claim their rights when violated by employers [22]. Beyond the community-level outcomes listed above, such as a decrease in the incidence of child marriage in Afghanistan, other types of changes at the community level included a shift towards a more open culture of communication [23], or a change in the savings practices of a beneficiary population [24].

18. Ephraim M. Dhlembeu & Miata M. Jambawai. *Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme*, Sierra Leone, 2007, page 2

19. Dr. Lê Đi Trí & Tran thi Thanh Honng, *Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association in Tra Vinh Province Vietnam*, Vietnam, 2006, page 9

20. Kavita Gandhi & John Krijnen, *Evaluation Report: Oxfam Community-Based Rural Livelihoods Programme Badakhshan*, Afghanistan, 2006

21. Khalid Yasin, *Final Evaluation Community- Based Primary Health Care Project in Hadhramout*, Yemen

22. *Mid-Term Review, HIV & AIDS Response Scale-Up Programme of Oxfam GB in Malawi (2005-2008)*, 2007, page 13

23. Dr. Lê Đi Trí & Tran thi Thanh Honng, *Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association in Tra Vinh Province Vietnam*, 2006

24. Ephraim M. Dhlembeu & Miata M. Jambawai. *Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme*, Sierra Leone, 2007

3. Findings - Short-medium term outcomes

At the institutional level, examples of changed practices include the Community-Based Coastal Resource Management (CBCRM) programme in the Philippines, where NGOs or POs have adopted a learning and knowledge management culture: "The learning and knowledge management culture especially on coastal resource management, a relatively unchartered area for POs, fostered by the Project through proactive and innovative learning experiences…were cited by the POs as the most appreciated and valued aspect of the project."[25]

3. Strengthened relationships or new partnerships established through collective mechanisms for mobilisation, joint action, exchange and/or coordination

The coming together of beneficiaries and/or other stakeholders in new ways featured in all evaluations that documented outcome-level results. In all cases, it was observed to be not only an outcome but also a key strategy aimed at achieving long term outcomes. This outcome was also documented at the individual, community and institutional levels.

At the **individual** and **community** levels, organisations formed that mobilise beneficiaries and bring them together in a new way for collective engagement, benefit and action. The mobilisation and coming together of beneficiaries in a new way was evident through their participation in newly created or strengthened beneficiary groups – such as community-based organisations, unions, networks, cooperatives, self-help groups, village disaster preparedness committees and women's organisations. Various empowering effects of these new or strengthened organisations or entities were evident, as they were found to contribute towards:

- Greater self-esteem, confidence and unity to "raise their voice" such as occurred with the Char and Haor residents through the formation of self-help groups in the River Basin Programme in Bangladesh [26]

- Economic benefits for members of beneficiary groups, such as with members of the cooperative formed through the Food and Livelihood Security programme in the Occupied Palestinian Territories, who increased savings due to better prices obtained through collective purchasing [27]

- Increased beneficiary knowledge and capacity through the training or skills development supported by such organisations, as in the SOS Sahel Bees Products Trade Promotion Programme in Ethiopia [28] or the Small Producers' Capacity Support Programme in Nicaragua [29]

Example from the Disaster Mitigation and Preparedness Project in Western Mongolia

The many positive effects of organisations that bring beneficiaries together are evident. The cooperatives formed through the programme provide "secure food and other goods to local markets and create resources that serve as [a] basis for sustainable livelihoods in these three soums." Through its activities, the coops also demonstrated the advantages of teamwork to non-beneficiary citizens and herders, who in turn engaged in a more cooperative approach, such as "helping each other in cutting, collecting and transporting hay as well repairing their animal winter shelters and wells." Some of cooperatives have also been able to secure land rights for beneficiaries through the issuing of land possession certificates, "which legally ensures for long term usage of this land."

Erdenesaik Han Naidansure N, Impact Evaluation Report: Disaster Mitigation and Preparedness in Western Mongolia Project, Mongolia, 2007

At the **institutional** level, alliances and/or dialogues were established between organisations as a means to exchange information, influence agendas and/or collaborate in joint action. Two kinds of inter-institutional relationships were evident:

- Between organisations with a shared mandate and goal in order to bolster their capacity to serve their stakeholders and/or achieve their goals; and

- Between institutions that represented different mandates and stakeholders, and who may not have traditionally worked together

Support for national or international coalitions or networks of organisations with shared mandates contributed to bolstered

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25. Flora Ninfa Santos Leocadio, Esperanza A. Santos, Andresito Reynaldo A Gonzales, *Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project, Philippines*, 2007, page 41

26. River Basin Programme Team, *Report On: The Review of River Basin Programme*, Bangladesh, 2006

27. Riyada Consulting, *Increasing Food and Livelihood Security in the Occupied Palestinian Territories*, 2008

28. Susan Wren & Tom Deiters, *Terminal Evaluation of SOS Sahel Bees Products Trade Promotion Programme*, Ethiopia, 2006

29. Herminio Castillo, *Apoyo al Desarrollo de Capacidades de Pequeños Productores*, Nicaragua, 2008

30. Orlando Alves dos Santos Junior, O *Fórum Nacional de Reforma Urbana: incidência e exigibilidade pelo direito à cidade*, Brazil, 2008

institutional capacities to serve key stakeholders and achieve goals. Through combining efforts, these new relationships or partnerships strategically enhanced the expertise, networks and capacities of all parties – such as in the case of the National Forum for Urban Reform in Brazil, which brought together social organisations into a Coalition centred on an agenda for urban reform and rights to the city. [30]

Example from Community-Based Primary Health Care Project in Hadhramout, Yemen.

Establishing networks and building relationships was prioritised, where relationships were built between and amongst beneficiaries, government agencies (district, regional and national levels), private sector, local communities, cooperatives and Community Based Organisations. The Community Health Committees / Community-Based Organisation (CHCs / CBOs) established with project support were not only a key means through which the project reached beneficiaries at the community level, but served as "partners in project planning and implementation." Relationships were also built at the project's outset with the Health Sector Reform Unit and the Deputy Minister of Health for Planning, among others, through meetings, briefings, updates and "exposure visits" where key ministry officials and other development partners visited project sites: "This process together with development on the ground have initiated a national debate on the challenges, resources and requirements for setting up a pro-poor health financing system in Yemen learning from Oxfam's CBHF experience in Sayoun and Sah."

Khalid Yasin, Final Evaluation: Community-Based Primary Health Care Project in Hadhramout, Yemen, page 21

Alliances also contributed to other unexpected outcomes, such as in the case of the Play Fair at the Olympics (PFAO) campaign of Oxfam's Global Labour Rights Campaign. In this instance, while alliances were essential to building solidarity, profile and influence, they also led unexpectedly to greater dialogue and coordination between one of its members and other stakeholders: the "international campaign led Oxfam-Quebec to work jointly with Oxfam-Canada, the Ethical Trade Action Group, the Canadian Labour Congress, and others on PFAO, in a way it had not done in the past." [31]

4. Improved capacity of target beneficiaries, partner organisations and other stakeholders to realise, support or promote their rights and livelihoods, or the rights and livelihoods of others

Evidence of this outcome was provided in all of the reports that documented long term outcomes. The type of skills and knowledge ranged widely – from adult literacy skills in Malawi [32], to the training of Community Animal Health Service Providers (CAHSPs) in Northern Uganda [33], to the strengthening of a local organisation "as a planning and coordination forum for disaster preparedness and response activities" in Tajikistan. [34]

Example from the Securing Rural Livelihoods in Northern Ghana Programme, where capacities have been built at various levels:

Farmers' capacities have been enhanced through the uptake of donkey traction and bullock ploughing. In one locale, this has enhanced farmers' production by 60% and those with bullocks and ploughs now spend less time and energy on their farms. However, the author notes that farmers received inadequate training in bullock ploughing.

The programme contributed to stronger institutional capacity of partner organisations: "In the medium term it [the programme] enhanced institutional capacity in project delivery, enhanced monitoring skills…In the long term the project intervention enhanced the project management skills of partners, it has increased donor confidence in the partners, and the project has set some partner organisations on the path to achieve growth and maturity and self sustainability." The evaluator notes, however, that some partners are "still very much dependent on donor support."

Lawrencia Adams, End of Phase Evaluation: Oxfam GB Securing Rural Livelihoods in Northern Ghana Programme, 2008

While capacities were improved in some way in most programmes, many of the evaluators identified that more work was needed in this area. For example, in the case of Increasing Food and Livelihood Security in the Occupied Palestinian Territories, the evaluation team observed that while the theoretical and practical training on bee keeping provided to beneficiaries was deemed to be excellent, more training or "on-the-job support" was needed, "due to the fact that for most of them this is their first time in bee keeping."[35] Capacity gaps are one of the threats

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31. Ann Weston and Heather Gibb, *External Evaluation of Oxfam's Labour Rights Campaign,* Global, 2006, page 20

32. *Mid-Term Review, HIV & AIDS Response Scale-Up Programme of Oxfam GB GB in Malawi (2005-2008),* 2007

33. *Evaluation of the Oxfam GB (SIDA Funded) Food Security and Livelihoods programme in Northern Uganda: Kitgum District May 2005-July 2007,* Uganda, 2008
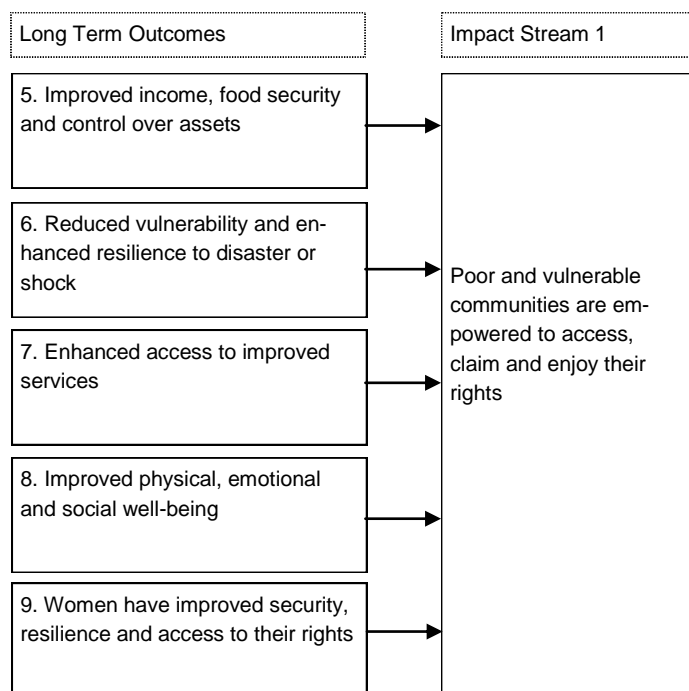
34. *Preliminary Final report Single Form for Humanitarian Aid operations,* Tajikistan, 2006

35. *Riyada Consulting, Increasing Food and Livelihood Security in the Occupied Palestinian Territories,* 2008

3. Findings - Long term outcomes

Impact Stream 1: Poor and vulnerable communities are empowered to access, claim and enjoy their rights

Of all the reports that captured long term outcomes, 89% (31) documented at least one of the following five long term outcomes:

Long Term Outcomes	Impact Stream 1
5. Improved income, food security and control over assets	
6. Reduced vulnerability and enhanced resilience to disaster or shock	Poor and vulnerable communities are empowered to access, claim and enjoy their rights
7. Enhanced access to improved services	
8. Improved physical, emotional and social well-being	
9. Women have improved security, resilience and access to their rights	

5. Improved income, food security and control over assets

This was one of the long term outcomes most frequently documented across evaluation reports – though to varying degrees of achievement. Of the 30 reports that identified increased security or control over assets as an objective of the programme [36], 80% (24) presented evidence of this having been achieved in some way, and 13% (4) stated that while no concrete evidence was available to date, the foundation had been laid for this outcome to be achieved. Of the remaining two reports, one report cited that the programme had failed to contribute towards this objective in any way [37], and another final report was of poor quality in that it did not address outcome-level results.[38]

Contributions to improved income, food security and control over assets included:

- Existing livelihoods were strengthened or improved through enhanced income potential, the use of new methods or improved management

- New livelihoods were established, which diversified and/

or provided supplementary incomes

- Greater household savings due to a change in practices, knowledge and income levels

- Decrease in household expenditures due to reduced costs of external inputs required to meet household and livelihood needs

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Example from the evaluation of the Sustainable Livelihood, IDPs Support Emergency Seed Distribution and Projects in Eritrea.

The authors state that the distribution of improved seed types has increased production rates of beneficiary farmers by 162%, compared to non-beneficiary farmers. While production failed to meet the estimated target of 258%, the results were deemed to be impressive by non-beneficiary farmers, who are also adopting the improved variety. In the Animal Restocking component of this programme, the use of donkeys for carrying water, firewood and transporting goods has reduced the workloads of women and children, freeing them to, respectively, engage in income generating activities or attend school.

Evaluation Report, Sustainable Livelihood, IDPs Support Emergency Seed Distribution and Projects, Eritrea, 2007

- Decreased loss of assets due to improved access to resources, services, improved knowledge or awareness (e.g. reduced loss of livestock due to increased access to veterinary services and increased knowledge about livestock health issues, such as vaccinations)

- Increased ability to access financial and other resources due to increased and more equitable availability of resources and services and increased awareness of where and how to access them;

- Increased or fairer wages or payment for 'products' due to negotiation of terms and/or improved products (e.g. organic certification)

- Increased sales and/or greater access to new and existing markets due to vending facilitated through coops, networks, etc. (e.g. vending support)

- Improved food security due to more income available to spend on food, increased production, greater quantity and variety of food available, reduced dependency on external products and decreased risk of losses related to food production

The degree to which greater income and food security was achieved, however, was mixed across and within programmes. Key reasons identified for this mixed success include external circumstances beyond the control of the programme, the need for continued, longer-term investment and the need for further refinement or improvement of programming approaches and strategies.

Example from the Humanitarian Protection and Direct Humanitarian Support project in the Philippines.

Beneficiaries who received farming inputs (seeds and fertilisers) are now setting aside part of their harvest to have seeds for the next planting season, and the increased availability of food has led to decreased household expenditures. The introduction of organic farming has allowed them to 'save' the expense on conventional inputs such as fertiliser or pesticides – enabling them to pay off long-standing debts – and the variety of income-generating projects has also led to greater income diversification.

External Evaluation Humanitarian Protection and Direct Humanitarian Support in Three Municipalities in Central Mindanao (2004 – 2006). Philippines, 2005

In cases where evaluators state that improved income or food security had not yet been achieved (but the groundwork has been laid), they identify that more time is needed due to various factors. In the case of the Capacity Development programme for Small Producers in Nicaragua, for example, the evaluator states that programme outcomes were inhibited by a natural disaster and a lack of capacity, but that considerable groundwork has been laid: "The current phase is one of consolidation of the structures of the cooperatives. The credit has served to strengthen them but it remains to be examined whether they have really been capitalised. A good part of the credit that was given before Hurricane Felix had to be used for other purposes by the producers' groups in order to extenuate its consequences, and therefore the impact was very small in terms of the groups' capitalisation." The evaluator also points to a need for greater knowledge and understanding about market access amongst beneficiaries: "Many producers thought that asking for loans would open markets for them, but the process is more complex."[39]

Other reports point to a need for greater analysis of affecting factors to support the further refinement of programme strategies and implementation. In the case of the Food Security and Livelihoods programme in Northern Uganda, for example, the evaluation report identifies the need to improve the programme's implementation and approaches. In this case, the authors assert that provision of water for livestock was not adequately prioritised and that the "major" agricultural intervention – the provision of seeds – "is not sufficiently justified or based on a solid seed security assessment and often delivered late." While they recognise a number of significant livelihoods achievements, overall, they state that "[t]he growth in the portfolio of intervention activities has to some degree been unplanned, opportunistic and often supported by insufficient technical capacity in the field."[40]

While the Urban Livelihoods programme in the Russian Federation was found to provide "real assistance to the poor of the towns," the evaluators note that the programme's "job creation targets have not been met." They state that "the issue is more than one about a lack of capital," suggesting the need for Oxfam GB to re-visit its strategies and implementation: "The reasons for the mismatch between loans given and business start ups is a potential area for further exploration, as is the differentials in consumer and enterprise loans."[41]

Evaluators also observe that outcomes are sometimes mixed in terms who benefits from programmes. In the case of River Basin Programme in Bangladesh, the evaluation team notes: "Livelihood interventions are mostly agriculturally orientated, which tend to discriminate against landless people (or those with poor access) and those who have to shift regularly (these are usually also the most vulnerable)."[42]

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36. 30 of the reports cited that improving income or food security or enhancing control over assets was a key objective of the programme being evaluated.

37. Farah Hassim, *Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State,* South Africa, 2006

38. Tom Gardiner & Honasio Fombe, *Final Evaluation: Niassa Food and Livelihood Security Programme for Southern Niassa,* Mozambique, 2007

39. Herminio Castillo, *Apoyo al Desarrollo de Capacidades de Pequeños Productores,* Nicaragua, 2008

40. *Evaluation of the Oxfam GB (SIDA Funded) Food Security and Livelihoods programme in Northern Uganda: Kitgum District May 2005-July 2007,* Uganda, 2008

41. Megan Bick, Lori Streich & Angela Dale, *Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation,* Russia, 2008, page 6

42. River Basin Programme Team, *Report On: The Review of River Basin Programme,* Bangladesh, 2006, page 6

3. Findings - Long term outcomes

While evaluators point to a range of data for evidence of improved livelihoods, many note the challenge of measuring such changes due to a lack of baseline data [43] and in some cases, the lack of clearly defined performance indicators with which to monitor achievements. The evaluators of the Community-Based Rural Livelihoods Programme in Afghanistan state that "…no initial bench marking has been done, good quality data base are lacking on the distribution of household assets, as well as on prevailing livelihood systems and coping mechanisms per social or gender category and, last but not least, no governance institutions have been developed guaranteeing an equitable distribution of outcomes. This has resulted in a situation in which it is nearly impossible to assess progress because of lacking initial benchmarks." They add that while the programme has six specific objectives focused on livelihoods, "no accompanying measures have been developed to specifically target landless and marginal farmers and, only to a very limited extent, women."[44]

Some evaluators also express concern about the long term sustainability of income and food security gains. In Oxfam's Joint Programme in Malawi, the evaluators cite increased household incomes, improved food production and a decrease in the "food gap" from 6-9 months to 4-5 months. However, they caution that unusually favourable crop conditions were a factor, as is an enduring dependency of the beneficiaries on cash injections received through the project.[45] (For further elaboration on the point, see lesson 5 on the issue of sustainability on page 35.)

In the one case where no groundwork had been laid with respect to the programme's income security goals – the Integrated Programme on HIV/AIDS, Gender-Based Violence (GBV) and Poverty in the Free State, South Africa – the author points to the lack of political will, a weak economy and the lack of focus by the partner organisation, as the key inhibiting factors.[46]

Beatrice Ekiwa lives in Mulanje, Malawi. Oxfam gave her a goat which bred and has produced to date 18 kids. 11 of these were sold to pay for school fees for her children. With Oxfam support and training she has learned more about farming techniques which has helped increased crop production on her land. She is also a member of the local grain bank committee. However, evaluators outlined their concern regarding the sustainability of some aspects of the programme as a whole.

Photo credit: Carlo Heathcote/Oxfam

43. With the lack of baseline data in many of the programmes being evaluated, many of the evaluators grappled with the challenge of how to 'measure' increases in income security. Most frequently, a mix of surveys, interviews and statistical data was used. However, the methodologies used did not always adequately address the attribution challenge. For example, the methodologies used in the case of the River Basin Programme in Bangladesh were found to be somewhat questionable and may have actually led to an underestimation of results achieved. In an attempt to collect quantifiable data where no baseline information was available, the team used control groups – made up of non-beneficiaries in the same communities – as a means of assessing programme performance (ie. quantifiable benefit of participants in the programme over non-participants). The approach was significantly flawed, however, as the evaluators did not present an analysis of how the initial participants were selected for the programme or the relative position of participants to non-participants at the start of the programme. Moreover, the ways in which non-beneficiaries may have benefited were not taken into account. Indeed, the evaluation notes that there were some results for non-beneficiaries based on anecdotal evidence presented through personal interviews – suggesting that the methodology may have actually led to an underestimation or under-reporting of the programme's overall achievements.

44. Kavita Gandhi & John Krijnen, *Evaluation Report: Oxfam Community-Based Rural Livelihoods Programme, Badakhshan*, Afghanistan, 2006, page 16

6. Reduced vulnerability and enhanced resilience to disaster or shock

15 of the reports reviewed conclude that beneficiary communities are less vulnerable, more resilient and better able to withstand shock due to Oxfam GB programming. This result was mainly cited in programmes with an explicit focus on protection, decreasing the vulnerability or enhancing the resilience of a given population; all except one of the DRR programme evaluations cited this outcome.[47] Due to the strong link between enhanced security and reduced vulnerability, it is likely that this outcome was also evident in programmes where greater income and food security was documented, though it was not always explicitly identified by the evaluators.[48]

Example from the European Community-Based Flood Preparedness programme in Southern Punjab, Pakistan. As a result of this funding, Early Warning Committees were formed in 50 villages, and roles and responsibilities established, village flood management plans were developed. In 48 villages, 65 latrines (benefiting 47,000 women and children) have been constructed and 162 households have elevated their houses, reducing the vulnerability of 1,296 persons to disaster.

European Commission Humanitarian Aid Office. Single Form For Humanitarian Aid Operations, Community Based Flood Preparedness in Southern Punjab, Pakistan, 2007

In some cases, this outcome was presented as the direct result of enhanced income or food security. For example, in the case of Promoting Food Security in the Occupied Palestinian Territories Project, the author notes that the project has "strengthened the beneficiary households' resilience and ability to cope with future shocks" through building their income security: "Through the provision of productive assets, the Project has increased the beneficiary households' access to physical and natural capitals, thus increasing their income generation capacities and allowing them to diversify their livelihood strategies and improve their coping strategies."[49]

In other cases, this outcome was presented as a result of a combination of factors linked not only to improved income or food security, but also to improved access to services, new resources, increased knowledge and awareness, enhanced safety, disaster preparedness and overall coping strategies. In the Health, Empowerment, Livelihood and Protection (Help) Programme in Sierra Leone, the establishment of water points increased the security of women and children, protecting them from abuse or violations between homesteads and distant water points (as well as from snake bites). The programme also is said to have decreased the incidence of GBV: "Interviews and focus group discussions indicated that there are still cases of abuse and GBV but that these are on the decrease in HELP communities."[50]

Decreased vulnerability was also sometimes an indirect result of programming – such as in the case of the Community-Based Drought Preparedness and Mitigation Project in Cambodia – where the decrease in male migration (due to the success of the cash component) meant that these beneficiaries had a decreased risk of contracting HIV.[51]

Examples of reduced vulnerability in the Joint Oxfam Programme in Malawi include a reduction in the incidence of water borne diseases (e.g. cholera, dysentery) due to improved access to potable water and declining incidences of crime and vandalism attributed to the presence of Crime Prevention Committees in communities.

John Meyer, Esther Mede & Pierson Ntata, Joint Oxfam Programme Malawi 2004-2007, 2006

As with income and food security, achievement of this outcome was mixed. For example, in the External Evaluation of the Joint Oxfam Disaster Management Programme in Cambodia, the evaluation team states that while "[f]lash flood response played very important role in strengthening coping strategies which could reduce immediate and long term negative effects on the victims", the disaster response has not been timely as it might have been. [52]

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45. John Meyer, Esther Mede & Pierson Ntata, *Joint Oxfam Programme Malawi 2004-2007*, Malawi 2006

46. Farah Hassim, *Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State*, South Africa, 2006

47. The only evaluation of a DRR programme that did not cite this outcome (*Preliminary Final report Single Form for Humanitarian Aid operations*, Tajikistan, 2006) stated it was was too soon to observe any long term results.

48. An additional 12 programmes cited increased income and food security. Please see Chart 2 to view the specific programmes.

49. Amer Madi, *Final Evaluation Report: Promoting Food Security in the Occupied Palestinian Territories Project*, Palestine, 2007, pages 7-8

50. Ephraim M. Dhlembeu & Miata M. Jambawai. *Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme*, Sierra Leone, 2007, page 27

51. Sophia Dunn, *External Evaluation: Cash component of the Oxfam Community Based Drought Preparedness and Mitigation Project Kampong Speu Province*, Cambodia, 2007

52. Keosothea Nou and Sokphally Tuot, *External Evaluation of the Joint Oxfam Disaster Management Programme in Cambodia 2005-2008*, Cambodia, 2008, page 4

## 7. Enhanced access to improved services

23 of the reports provided evidence that services were strengthened or more equitably accessed by target beneficiaries as a direct result of the programme. This outcome was noted in a range of contexts, including health, community development, agriculture, DRR, conflict, market access, HIV/AIDS and GBV programming.

Improvements or increases in the services available were often due to, and thus reliant on, the strengthened capacity of community members, partner organisations or government agencies, including the improved coordination between these actors. The type of improved 'services' included:

- **Health services** such as in the Community-Based Primary Health Care Project in Yemen where more women and children are accessing health services [53]

- **Veterinary health services** such as in the increase of veterinary services in the Unwrapped Projects in the Lakes States, Sudan [54]

- **Social services**, such as the HIV/AIDS and GBV support services provided through the Integrated Programme in South Africa [55]

- **Infrastructure**, such as in Mongolia, where repaired wells have improved water access through the Disaster Preparedness and Mitigation project [56]

- **Support services for target populations**, such as support services to small business provided through the Urban Livelihoods programme in the Russian Federation [57]

Improved beneficiary access not only related to improving the availability of services but also to addressing the barriers certain communities or individuals face in accessing them – including improved financial or social standing and greater awareness and knowledge of their rights and what is available to them. In the case of the Humanitarian Protection and Direct Humanitarian Support in the Philippines, for example, the programme has not only helped to improve the services available to IDPs, but IDPs are as a result of the programme "now aware of which agency or LGU official to go to if they hear of news about a possible conflict erupting." The evaluator states that this renders them less "helpless or passive" than before.[58] In another instance, as a result of Oxfam GB's Livestock Fairs Intervention in Zimbabwe, increased income security and control over assets enabled more families to send their girls and boys to school.[59]

Again, achievements in this area are mixed across and within the programmes – both in terms of their scope and long term sustainability. For instance, in the case of Market Access Programme in Nigeria, while services to farmers were expanded, the effect of this is ultimately limited by the "neglect of government to develop effective policies and facilitate the provision of services." The evaluator thus recommends that the programme "make advocacy and campaign (the right to be heard) a central strategy" to mobilise and enhance small farmers' "participation in decision making and lobby for access to agricultural services."[60]
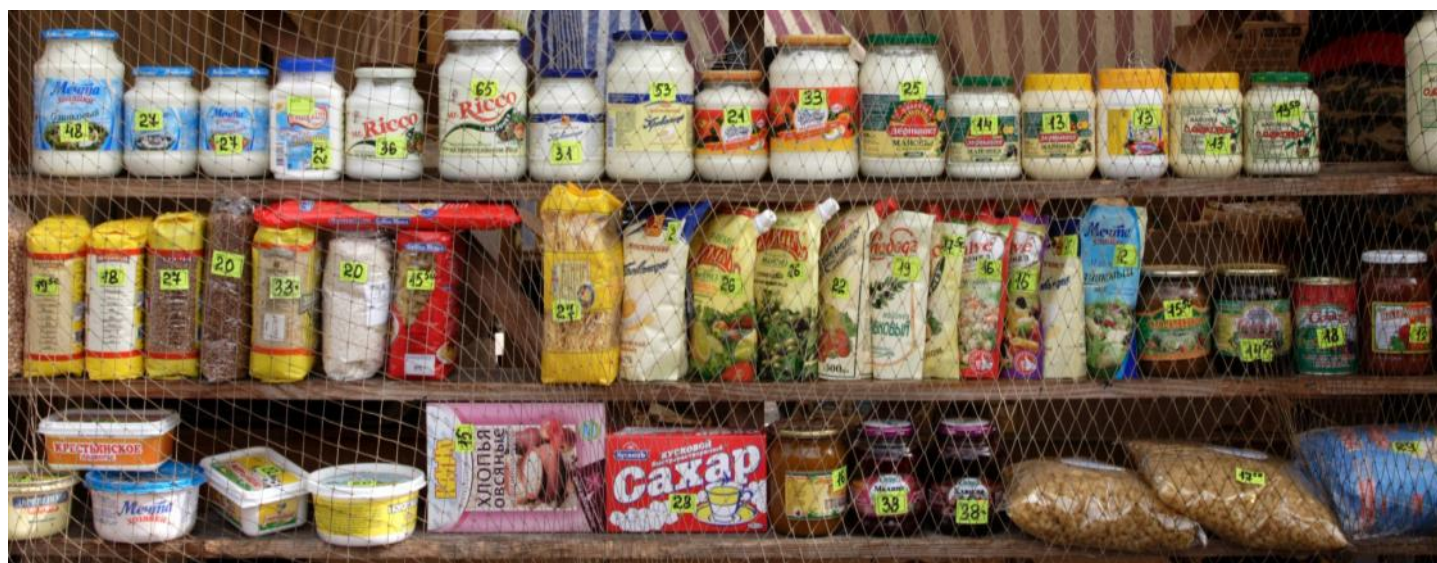
Goods for sale at a stall in Vyshny Volochek market, Russia. The net covering prevents theft. Several of the traders in the market take loans from Oxfam partner organisation The Russian Women's Microfinance Network. Photo credit: Geoff Sayer/Oxfam

8. Improved physical, emotional and social well-being of beneficiaries

16 reports cite this outcome, representing a range of programming, including DRR, HIV/AIDS and market access programmes. Improved physical well being was most frequently documented [61], however improved emotional and social well-being were also frequently observed.[62]

Evidence of improved physical well-being was often dramatic in nature. In the Joint Oxfam Disaster Management Programme in Cambodia, for example, decreased mortality rates and overall health problems were attributed to the distribution of water filters and improved access to clean water. An increase in wells also reduced the incidence of children drowning in the river.[63] In the River Basin Programmes (RBP) in both Bangladesh and India, a reduction in water borne diseases in the programme areas are attributed to the programmes' public health focus. The evaluation of the former suggests that this result has benefited the majority of participants: "Field observations suggest that cases of water born diseases are decreasing. RSDA, one of RBP partners reported that their sanitation coverage is 80% of programme participants, which is much higher than areas of that locality without programme interventions."[64]

Other evidence of this type of outcome includes improved household nutrition or diet. For example, the evaluation team for the Food and Livelihood Security programme in the Occupied Palestinian Territories track a range of nutrition-related statistics – including that beneficiary households increased their vegetable intake by 25%, dairy and milk consumption by 51.6% and meat consumption by 10.95%. [65]

While improved physical well being was more frequently documented, many reports also noted improvements to beneficiaries' emotional and social well-being.[66] Although rarely listed as a central programme goal, improved emotional and social well being were recognised as having contributed to the empowerment of beneficiary populations in a critical way. Indicators used to assess improvements to emotional and social well being included:

- Beneficiaries were more hopeful for their future

- Beneficiaries had a stronger sense of self-reliance, improved self-esteem and confidence

- Beneficiaries had an enhanced sense of community and their role within it

- Increased social cohesion within beneficiary groups

- Beneficiaries enjoyed an improved social standing within community

In the Unwrapped Projects in the Lakes States, Sudan, the project's provision of 1,800 goats to 180 widowed women heads of households has "given hope and renewed optimism to the beneficiaries." It has also "upgraded their social status and observably bolstered their self esteem and the necessary confidence to soldier-on with life." While the milk from the goats is minimal,[67] it has also improved the nutrition of these households, and particularly of the children in the homes.[68]

53. Khalid Yasin, *Final Evaluation Community- Based Primary Health Care Project in Hadhramout, Yemen*

54. Management and Development Consultants, *Evaluation Report, Unwrapped Projects in the Lakes States,* Sudan, 2007

55. Farah Hassim, *Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State*, South Africa, 2006

56. Erdenesaik Han Naidansure N, *Impact Evaluation Report: Disaster Mitigation and Preparedness in Western Mongolia Project,* Mongolia, 2007

57. Megan Bick, Lori Streich & Angela Dale Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation, Russia, 2008

58. Lenore Polotan-dela Cruz Elmer M & Ferrer Zarina Hipolito, (Final Report) External Evaluation Humanitarian Protection and Direct Humanitarian Support in Three Municipalities in Central Mindanao (2004 – 2006). Philippines, 2005, page 21

59. Nelson Marongwe & Kudzai Chatiza, *Final Report: Assessment of the Oxfam GB Livestock Fairs Intervention,* Zimbabwe, 2007

60. Dr. Kwasi Boahene, *Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa Nigeria*, 2006

61. 14 of the 16 reports that documented improvements in beneficiaries' well being featured improved physical well being.

62. 10 reports documented improvements in beneficiaries' emotional or social well being.

63. Keosothea Nou and Sokphally Tuot, *External Evaluation of the Joint Oxfam Disaster Management Programme in Cambodia 2005-2008*, Cambodia, 2008

64. River Basin Programme Team, *Report On: The Review of River Basin Programme, Bangladesh,* 2006, page 6

65. Riyada Consulting, *Increasing Food and Livelihood Security in the Occupied Palestinian Territories,* 2008

66. 9 reports identified results with respect to beneficiaries' emotional or social well being.

67. The particular goat variety provided to the beneficiaries in this project yields little milk.

68. Management and Development Consultants, Evaluation Report, *Unwrapped Projects in the Lakes States,* Sudan, 2007

Various aspects of beneficiaries' well-being were addressed through the HELP programme in Sierra Leone:

There were numerous testimonies "of people's behaviours and health practises having changed and rates of morbidity and mortality having lowered in most communities visited by the evaluation team."

An improved supply of potable water through water points have reduced health risks through reducing the "problem of flies, whereby food was being contaminated because of faeces being exposed, is also said to have reduced."

The programme has also increased the sense of community, social cohesion and local ownership. Social processes and structures introduced through the programme, such as water management committees, "…are said to enhance social cohesion, rebuilding trust and confidence in these communities that were divided, dispersed and scattered far and wide by the civil war."

Ephraim M. Dhlembeu & Miata M. Jambawai. Impact Evaluation: Help Kailahun Programme, Sierra Leone, 2007

Hawa Alie collects water from an Oxfam hand pump in Gbanahun village in Upper Bambara Chiefdom, Sierra Leone, using an Oxfam bucket - part of the Health, Empowerment, Livelihoods and Protection (HELP) programme which was evaluated favourably in 2007. Photo credit: Jane Gibbs/Oxfam

9. Women have improved security, resilience and access to their rights

This is the most frequently documented long term outcome across the reports. 27 of the reports provided evidence of outcomes for women. Women were frequently among – and often the majority of – the target populations that benefited from the following long term outcomes:

- Improved income, food security and control over assets

- Reduced vulnerability and enhanced resilience to disaster or shock

- Enhanced access to improved services

- Improved physical, emotional and social well being

- Rights and fairer terms are formally secured

Other ways in which programmes contributed to gender outcomes include:

- Strengthened capacity of institutions to address gender issues and/or address women's rights

- Challenging and changing gender roles or relations

Amicha lives in Gaibandha, Bangladesh and has benefitted from the River Basin Programme. She says that since support from Oxfam things are much better for her and her family. "My garden provides nutrition for my family and I sell the surplus in the market for income." Photo credit: Gail William/Oxfam

While more gender capacity is still needed, the CBCRM project in the Philippines built the capacity of partner NGOs in gender awareness, the use of gender mainstreaming tools – such as the gender gap audit – and supported them to develop gender policies. In these organisations, the number of women in leadership positions increased, and overall, the institutional "readiness" to address gender issues increased.

The reduced vulnerability of girls and women to gender-based risks (i.e. child marriage or GBV) was documented in 6 reports:

In the case of the Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State, South Africa, the evaluator reports: "Beneficiary groups indicated that the approach [of the programme] not only helped them to recognise the abusive situation they were in but also helped them to take steps to get out of it."

Farah Hassim, Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State, South Africa, 2006, page 1

In terms of challenging and changing gender relations, evidence was presented in nine of the reports that programmes have challenged or contributed to a change in gender roles or relations either at the household or community level. In the River Basin Programme in India, for example, women hold more positions of influence, including positions of elected office, as a result of the programme. In this same case, the evaluator also cited a change in the division of household labour and an enhanced respect granted to women's voices in the public sphere.[69]

As is the case with the other long term outcomes, however, outcomes were highly variable across and within programmes. While women enjoyed greater access and rights under many programmes, in some cases the gains also led to an increased workload for women – as they took on new responsibilities without losing their traditional roles or responsibilities. For example, while the Food and Livelihood Security programme in the occupied Palestinian Territories saw significant outcomes for women[70], it also has to some extent, "created additional burdens for women"[71] in terms of additional responsibilities and workload.

Gender-based obstacles affecting women's full and equal participation in programmes were also sometimes evident. In the case

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The Joint Oxfam Programme in Malawi helped secure women's rights legally:

While the evaluation team notes the need for greater gender capacity within the programme's partner organisations, gender mainstreaming efforts in the programme "facilitated the enactment of the Prevention of Domestic Violence Bill and creation of awareness on the review of the Wills and Inheritance Act and other policy initiatives."

John Meyer, Esther Mede & Pierson Ntata, Joint Oxfam Programme Malawi 2004-2007, 2006

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of the Market Access Programme Middle and Sorghum Belt of Nigeria, for instance, women generally were not able to access fertiliser, and received less money through the micro-credit scheme as the rules tended to disadvantage them.[72] In the SOS Sahel Bees Products Trade Promotion Programme in Ethiopia, traditional gender roles inhibited women's participation in the programme, meaning that the ratio of female to male participants is currently 1:100. The evaluators note: "The low participation by women obviously negatively affects their economic benefit from this programme."[73]

There was also one report that cited unintended negative impacts on women. In the Food Security and Livelihoods programme in Northern Uganda[74], money received by women beneficiaries was said to have led to an increased role for women in household decision-making. However, the evaluation also cited anecdotal evidence that in a limited number of cases, gender-based violence against women was triggered or exacerbated by the programme. While the evaluation makes clear that it found no direct evidence of GBV, only hints from a few sources that it had occurred in some households, it flagged the importance of putting strategies in place to manage the potential repercussions of challenging and changing traditional gender roles. Lessons learned about the impact of a poor gender strategy and low capacity on gender in Oxfam's partner organizations are outlined in "Lesson 6" on page 36.

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69. River Basin Programme India Team, Review: *River Basin Programme,* India, 2006

70. Through this programme, some women have entered the commercial and public sphere for the first time, and the team argues women's new role as a financial contributor to households, they argue, has "reduced tensions within households that are often aggravated by financial pressures, and that is likely to have decreased the occurrence of domestic violence." In some cases, however, they note that women's participation in the programme - increasing their workload.

71. Riyada Consulting, *Increasing Food and Livelihood Security in the Occupied Palestinian Territories,* 2008, page 22

72. Dr. Kwasi Boahene, *Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa Nigeria*, 2006
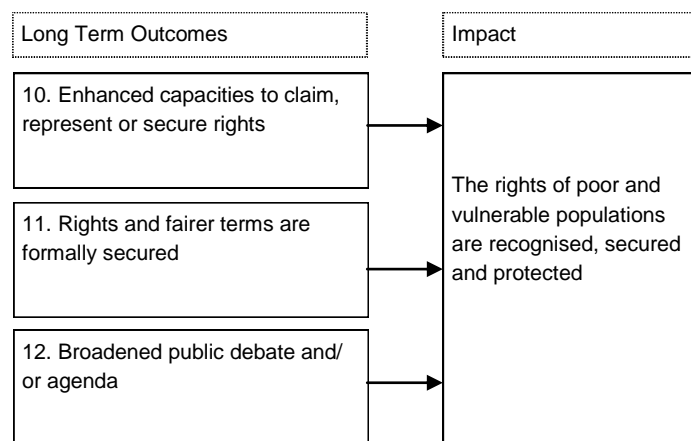
73. Susan Wren & Tom Deiters, *Terminal Evaluation of SOS Sahel Bees Products Trade Promotion Programme*, Ethiopia, 2006, page 6

74. *Evaluation of the Oxfam GB (SIDA Funded) Food Security and Livelihoods Programme in Northern Uganda*: Kitgum District 2005-2007, Uganda, 2008

Impact Stream 2: The rights of poor and vulnerable populations are recognised, secured and protected

Of the reports that captured long term outcomes, 43% (15) documented at least one of the following:

Long Term Outcomes	Impact
10. Enhanced capacities to claim, represent or secure rights	
11. Rights and fairer terms are formally secured	The rights of poor and vulnerable populations are recognised, secured and protected
12. Broadened public debate and/ or agenda	

The three categories of outcomes in this stream are closely related to each other, with the achievement of one often contributing to that of another; of the reports that documented results in this stream, 80% (12) featured more than one of them. It is also interesting to note that 73% (11) of them also featured long term outcomes in the first stream.[75]

10. Enhanced capacities to claim, represent or secure rights

14 of the programme evaluations noted cases where programme interventions led to enhanced capacities – at both the individual and institutional levels – to claim, represent or secure one's rights or the rights of others. Capacities were improved through:

• Increased knowledge or skills, including advocacy or policy influence skills

• Strengthened lobbying efforts through strengthened or new institutional relationships formed to coordinate and cooperate in joint efforts

• Enhanced communication, exchange and coordination through multi-stakeholder dialogues or relationships, including with government parties.

Increased knowledge and skills pertained to the full range of stakeholders, including both beneficiaries and government representatives. With respect to beneficiaries, in the River Basin Programme in India, structural inputs of the programme increased community awareness amongst beneficiaries of their rights: "…the concept of structural support demonstrated a holistic approach to meeting various essential needs of the families living in basin areas… This together with the capacity of the VDPCs helped the villagers to look at future with this holistic approach and access similar opportunities from government schemes that can fulfil their outstanding needs."[76]

> Example from the Enhancing Poverty Policy Monitoring and Evaluation Capacity programme in Vietnam. The programme contributed to strengthened capacities amongst provincial-level staff in the areas of research design, data collection tools, and qualitative research analysis and M&E. The evaluator reports that this effort led to significant improvements in the data used in developing poverty policies in this province.
>
> *Dr. Lê i Trí & Tran thi Thanh Honng, Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association, Vietnam, 2006*

Strengthened or newly established institutional relationships of cooperation, coordination, information exchange and/or transparency were evident in all of the programmes where this result was documented. Relationships between beneficiary groups or the organisations representing them (e.g. advocacy networks) strengthened the efforts of all actors (see text box). Meanwhile, improved multi-stakeholder dialogue (e.g. between beneficiary organisations and government or private sector stakeholders) supported numerous gains, including enhancing the knowledge of all actors.

Through the PFAO campaign's focus on "the right to organise, and how these rights can be affected by private sector practices such as purchasing factors," Oxfam supported the development of working relationships between advocacy organisations with various private sector entities: "some companies seem to have had a change in attitude and been willing to participate in various regional meetings with trade union groups." The evaluators note that "[a]nother positive change was the awareness that

75. Please see Chart 2 on page 12-13 for an overview of the results documented in each of the evaluations

76. River Basin Programme India Team, *Review: River Basin Programme*, India, 2006, page 10

77. Ann Weston and Heather Gibb, *External Evaluation of Oxfam's Labour Rights Campaign,* Global, 2006, page 44

78. Lawrencia Adams, *End of Phase Evaluation: Oxfam GB Securing Rural Livelihoods in Northern Ghana Programme*, Ghana, 2008, page 22

79. Marcel Arévalo, *Toward the Respect of Economic, Social and Cultural Rights in Guatemala*, 2007

workers and suppliers had common interests in pursuing changes in purchasing practices." [77]

As with all other outcomes, achievements in this area were mixed. For instance, in the case of the Securing Rural Livelihoods in Northern Ghana Programme, while partner organisations' advocacy skills were enhanced through the programme, many found the training to be "inadequate" for their needs and critiqued the programme for not having built the advocacy skills of beneficiaries as well: "Beneficiaries and partners still feel… that their…advocacy skills are inadequate and complain that no specific funds were allocated to undertake advocacy actions."[78] In another example – "Toward the Respect of Economic, Social and Cultural Rights in Guatemala" – while the programme has opened up new dialogue between various factions in society with political aides and deputies, it has also been difficult for programme staff and partners to building relationships due to a lack of strategic planning around lobbying efforts.[79]

Example of enhancing partners' policy capacities from the Make Trade Fair (MTF) campaign in the Philippines:

By bringing together 21 domestic CSOs, the MTF Campaign in the Philippines led to the creation of the Trade Advocacy Group (TAG), which enabled members "to exchange information and analysis and to undertake joint activities that maximise opportunities and benefits." Members of the group also provided capacity building support to one another and built capacity through linking members to new partners: "Being a member of a coalition also provided opportunities for individual organisations to link with other trade advocacy groups thus providing the space for more comprehensive negotiations anchored on the specific thrusts of the individual organisations. This resulted to individual members being able to broaden their reach in advancing their specific advocacy issues."

External Review, MTF Campaign in the Philippines, 2008

Close-up of earrings worn as part of *traje*, the traditional Mayan clothing, Guatemala. *Traje* is a visual expression of cultural identity for the Maya, representing a tie to the past and their ancestors. Traditionally, one could identify the village of origin of a woman by the design and colours of the *huipil* (blouse) that she wore. Oxfam's programme "Toward the Respect of Economic, Social and Cultural Rights in Guatemala" built on a long-standing partnership that Oxfam has with Mayan peasant's organisations in Guatemela. Photo credit: Annie Bungeroth/Oxfam

11. Rights and fairer terms are formally secured

12 of the reports presented evidence that through programming, legal or formal rights or terms had been secured. Evidence of this outcome pertains to the following areas:

- Government, private sector or other shift institutional approach/paradigm, prioritisation or practices (e.g. budgeting) to better recognise rights and fair terms for beneficiary populations

- Government, private sector or other formally adopt policies, regulations or legislation that uphold rights and fair terms for beneficiaries (including market or employment terms)

An example of a shift in institutional prioritisation and practices is the case of the River Basin Programme in Bangladesh, where the evaluation states that both the government and donor agencies have increased their focus on improving the livelihoods and reducing the vulnerabilities of the Char people, as a result of exposure and information exchange with Oxfam GB: "…the programme has brought forward the poverty scenario of the Char dwellers to the attention of the government, humanitarian and development community….[and] to draw attention of major donors to commence work in the Char areas."[80] In another example, Oxfam's Community-Based Rural Livelihoods Programme in Badakhshan, Afghanistan, new health units were constructed and a health worker was assigned to the region by the government as a direct result of the programme.

> Example of a 'demonstration effect' of linking programmes to advocacy in the Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme in Sierra Leone:
>
> Beyond the contribution of the programme towards improving disaster management in three different states in Sierra Leone, this programme led to a shift in the government's paradigm with respect to their approach to Disaster Management. The government has replicated some of Oxfam's activities and has even re-named the "nodal department's name from Relief to Disaster Management Department" to indicate this shift.
>
> *Ephraim M. Dhlembeu & Miata M. Jambawai. Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme, Sierra Leone, 2007*

In terms of formal adoption of legislation, the evaluators of the PRIME programme in Indonesia claim that the programme was instrumental in developing the country's new Disaster Management Law, which "provides a strong governance framework for humanitarian work." This included supporting a community and CSO consultation process to ensure wide public engagement in the drafting of the legislation – without which, local partners state the law would have been "government focused with the government as the only duty bearer." The new law "signifies a change of the disaster paradigm in Indonesia from just response to the full disaster management cycle." However, the evaluation team note that there is both a need and an opportunity "to ensure this Law is translated into benefits for men and women in disaster prone areas." [81]

Photo credit: Renato Guimaraes / Oxfam

An example of where broadening public awareness helped mobilise support for formal lobbying efforts, is given by the Make Trade Fair campaign in the Philippines:

The evaluation of this programme finds: "the A2M [Access to Medicines] campaign has changed the terms of the debate on cheaper medicines by bringing to the fore the impact of non-affordability of medicines on poor people. Patients' intervention on the lawsuit filed by Pfizer against the government kicked off the A2M campaign, together with popular mobilisation and media work that heightened public awareness on the Cheaper Medicines Bill filed earlier in both Chambers. Lobby and alliance work around the bill, together with popular mobilisation and media work have contributed to the formation of a critical mass of legislators supporting the bill."

Lenore P. de la Cruz, External Review MTF Campaign in the Philippines Oxfam International Philippines, 2008

As with all other outcomes, the findings in this area were more limited in some programmes than others, with some programmes missing their intended mark. For instance, in the Poverty Policy Monitoring and Evaluation programme in Vietnam, while some policy objectives were achieved, most were not – due to limited "investments in policy advocacy initiatives" and the fact that policy initiatives "did not follow the logical framework." [82] In the evaluation of the Urban Livelihoods programme in the Russian Federation, the authors state that while the programme did not achieve its intended outcomes of influencing regional and federal policy, this seemed "an unreasonable goal" given the programme's timeframe. They add that efforts and achievements to date, however, "do appear to contribute overall to the right ground for fostering such long term formal change."[83]

Also, as the external evaluators of Oxfam's International Labour Campaign note, due to the collaborative and international nature of some of Oxfam's campaign work, attribution of policy outcomes to any single entity's particular contributions (including Oxfam's) can be challenging.[84]

12. Broadened public debate and/or agenda

While this was the least documented outcome, it is also arguably one of most challenging results for which to gather evidence. Nine reports documented cases where programming has shaped or broadened public opinion and/or debate about issues ranging from fair trade to community-based health and disaster preparedness. Enhancing the profile of partner organisations or networks at the local, national and international levels was a key factor contributing to this result.

The Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project in the Philippines gained profile at both the national and international levels. At the national level, the project "generally enabled the establishment of a broad base of popular support for CRM through its POs and PO federations." Meanwhile, strengthened relationships and increased profile led to an invitation of two of the partner organisations to work with another partner in the formulation of calls for country negotiators in WTO-HK, where they "actively campaigned against the inclusion of fish in NAMA." [85]

In the case of the Community-Based Primary Health Care Project in Yemen, the evaluator states that through the combination of its national advocacy work and its grassroots work developing its Community-Based Health Financing (CBHF) pilot models, the programme has "initiated a national debate on the challenges, resources and requirements for setting up a pro-poor health financing system in Yemen learning from Oxfam's... experience."[86] The debate has influenced health policy, with the government and other donors recommending that the experience be replicated with adaptations in other regions.

80. River Basin Programme Team, *Review of River Basin Programme*, Bangladesh, 2006, page 5

81. Anne Lockley and Kharisma Nugroho, *Program Review Preparedness Response, Influence of policy: a Model for Emergencies (PRIME)*, Indonesia, 2008

82. Dr. Lê Đi Trí & Tran thi Thanh Honng, *Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association in Tra Vinh Province Vietnam*, Vietnam, 2006, page 11

83. Megan Bick, Lori Streich & Angela Dale, *Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation*, Russia, 2008, page 12

84. Ann Weston and Heather Gibb, *External Evaluation of Oxfam's Labour Rights Campaign*, Global, 2006

85. Flora Ninfa Santos Leocadio, Esperanza A. Santos, Andresito Reynaldo A Gonzales, *Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project*, Philippines, 2007, page 6

86. Khalid Yasin, *Final Evaluation Community- Based Primary Health Care Project in Hadhramout*, Yemen, page 21

4. Lessons learned and good practices

The following lessons are based on a comparative analysis of the programme evaluations' findings. "Good" practices related to each lesson are also captured wherever possible.

Lesson 1: The highly participatory nature of Oxfam GB's livelihoods programmes builds local ownership and capacity, and ensures relevance to programmes' intended beneficiaries

A strong relevance to beneficiaries was applauded across almost all of the evaluation reports [87] and largely attributed to the participatory approaches, which truly characterise all types of Oxfam GB's livelihoods programming.[88] Participatory approaches were attributed with having built capacity and strong local ownership of programming, which in turn ensured that programmes were relevant and "demand driven." For example, in the case of the River Basin Programme in India, the authors write: "When Oxfam & partners gave opportunities to communities and facilitated the process, they [the latter] led their preparedness and development process. Example is of VDPCs [the Village Disaster Preparedness Committees] and the SHGs [Self-help groups]."[89]

> In one case, "it was revealed that approximately 86,000 people of 50 villages were consulted in making community decisions regarding project activities."
>
> *Community Based Flood Preparedness project, Southern Punjab, Pakistan*

Several reports pointed to the critical need to ensure that adequate technical support is provided when facilitating such participation and local ownership. For example, in the impact evaluation of the HELP Programme in Sierra Leone, the authors noted that beneficiaries did not always demonstrate adequate knowledge of potential health risks when deciding where

to locate or establish community latrines: "While the idea of communities leading in important decision making is good, HELP should have provided adequate technical support. The evaluation team came across a latrine… that is sited a few meters from the kitchen structure with the doors of the two facilities facing each other. The evaluation took it as an isolated incident. However, the issue of adequate technical support becomes more critical when there is replication of the latrines as this is likely to be done by households on their own." [90]

> In another case, the incorporation of participatory approaches into all aspects of the project, was "obviously one of the most significant factors contributing to the project effectiveness. Together with the capacity building to local stakeholders [it] created a sense of ownership and ensured that implementation is demand driven and enhanced project efficiency."
>
> *Final Evaluation of the Community-Based Primary Health Care Project in Hadhramout, Yemen*

Lesson 2: The nature of the partnership between Oxfam GB and its local partners is critical to both the effectiveness and efficiency with which livelihoods programmes are implemented

Almost all of the reports point to the nature of the partnership or relationship between Oxfam GB and its local partners as critical to the achievement of programme outcomes – whether this contribution was negative or positive. In 10 of the reports, strong, equitable partnerships were cited as having contributed to programme effectiveness. In other cases, evaluators suggest there was room for improvement [91] – however, several of the reports documented steps taken by Oxfam to address and improve its partnerships successfully. Only one evaluator reported a very poor partnership between Oxfam GB and its partners. [92]

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87. Concerns about programmes' lack of relevance were only raised in a few instances, and were linked to the lack of advocacy components. For example, in the case of the Market Access Programme Middle and Sorghum Belt of Nigeria, the evaluator argues that while the programme is highly relevant to farmers' immediate production needs, it fails to address their marketing needs and lack of capacity pertaining to marketing and advocacy work.

88. Though several evaluations pointed to the need for improved participatory processes in programmes, participatory approaches were evident throughout almost all of the livelihoods programmes examined.

89. River Basin Programme India Team, *Review: River Basin Programme,* India, 2006, page 22

90. Ephraim M. Dhlembeu & Miata M. Jambawai. *Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme,* Sierra Leone, 2007, pages 17-18

91. In the External Review of the MTF Campaign in the Philippines, the evaluator notes a solid partnership between Oxfam and its local partners. She observes that while the local partners' expertise and experience was critical to the programme, Oxfam also had a strong role: Oxfam's "substantive policy analysis of international trade has helped CSOs in their strategising. This strength has helped establish credibility and legitimacy in campaigning of partners and is equally valued as that of funding support." However, she flags concerns that were raised by the local partners about the power dynamics in their partnerships with Oxfam. The evaluator points to the need for Oxfam to be more aware of the power that it inherently holds in its partnerships – viewed as a 'funder' with a high degree of pro-

"Good" practices that supported strong partnerships included:

- The presence of MOUs or clear frameworks of understanding about the roles and responsibilities of each partner

- The compatibility of partner organisations' mandates with that of Oxfam GB was cited as being very important, and in several cases, evaluators noted that having the 'wrong' partner on the ground impeded achievement of outcomes. Two examples include the Market Access Programme in Nigeria [93] and the Enhancing Poverty Policy Monitoring and Evaluation Capacity Programme in Vietnam [94]

- Recognition of the knowledge, expertise and experience that partners contributed to Oxfam programming. In the case of the Humanitarian Protection and Direct Humanitarian Support project in the Philippines, the evaluator reports: "Most of the staff are locals have extensive development experience in Mindanao and are themselves survivors of conflict, they have acquired solid, in-depth understanding, appreciation and respect for the local culture and socio-political dynamics of the communities that were essential to preventing community conflicts and for addressing issues as they happen."[95]

However, where there is less capacity amongst partners, evaluators identified the importance of assessing partners' capacities and putting into place mechanisms to support and secure their long term capacity development. In the case of the "Unwrapped Project" in Southern Sudan, the evaluator states: "Prior assessment of capacity of partners is a worthwhile effort that can curtail frustrations in the implementation process."[96]

Lesson 3: Supporting the development of local, collective organisations through which beneficiaries can "represent themselves and their values…understand, articulate, and claim their rights"[97] was key to the achievement of many outcomes and to the long term sustainability of these achievements

The establishment of strong organisations through which beneficiary groups can "represent themselves and their values… understand, articulate, and claim their rights" and work collectively "to improve their livelihoods, and influence and hold to account their governments, large companies, and international institutions" was found to be critically important to the sustainability of livelihoods outcomes. There is an abundance of examples — from farmer cooperatives to international networks to women's self-help groups — of such organisations having been established and/or strengthened in all types of livelihoods programmes.

> As one evaluation states: "Organising beneficiaries into cooperatives under small business and irrigation schemes is important element of sustainability. There is an opportunity for such groups develop in to local services provider such as agricultural inputs; fertilisers and seed. They would provide technical assistance for other groups or individuals who want to start similar venture (they can be learning centers helping to diffuse knowledge and experiences)."
>
> *Internal Evaluation, Sustainable Livelihood, IDPs Support Emergency Seed Distribution and Projects, Eritrea, 2007*

Such organisations were supported at the local community, regional, national and international levels. For example, the National Urban Reform Forum (FNRU) was a Brazilian "a coalition of organisations that unite the popular movements, nongovernmental organisations, class associations, and academic research institutions around the defence of urban reform, democratic management and on the promotion of the right to the

file. Partners reported that Oxfam was at times "overbearing" and that its agenda did not always match the local one. In the words of one partner interviewed: "While Oxfam has played an important role as an alliance builder, it should be careful not to put itself too much in the forefront. Intentionally or not, the creation of TAG has undermined SNR, a pre-existing broad coalition - because its advocacy position was not consistent with Oxfam's. It is easy for a big player like Oxfam who has the power of the purse to influence partners since it is but logical for organisations to be drawn to where their activities are likely to be funded."

92. Lawrencia Adams, *End of Phase Evaluation: Oxfam GB Securing Rural Livelihoods in Northern Ghana Programme,* Ghana, 2008

93. Dr. Kwasi Boahene, *Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa, Nigeria*, 2006

94. Dr. Lê Đi Trí & Tran thi Thanh Honng, *Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association in Tra Vinh Province Vietnam*, Vietnam, 2006

95. Lenore Polotan-dela Cruz Elmer M & Ferrer Zarina Hipolito, *(Final Report) External Evaluation Humanitarian Protection and Direct Humanitarian Support in Three Municipalities in Central Mindanao (2004 – 2006).* Philippines, 2005, page 41

96. Prof. Wambui Kogi Makau, *Evaluation Report: Unwrapped Project 2007/08, Lakes State of Southern Sudan*, 2008, p 14

97. http://www.oxfam.org.uk/resources/issues/trade/introduction.html - Accessed April 2009

4. Lessons learned and good practices

City. The Project focused on building the capacity of men and women and urban leaders, so that they are better qualified to participate in democratic urban policy-making processes through this coalition."[98]

In the case of the Sustainable Livelihoods Recovery Program in the Lakes State, Sudan, the evaluators observe: "The sustainability of the gains made by the programme is a matter of great concern to all stakeholders that were consulted during the evaluation, and is reiterated by the evaluation team. The local SINGO/CBOs established and strengthened to promote sustainable livelihoods will need enhanced and sustained technical support including strategic guidance; functions and capacities which are presently either lacking or are very nascent within the government structure."

Christian Odhiambo & Phillip Oyoo, Oxfam GB DCI Funded Evaluation Report of Sustainable Livelihoods Recovery Program Lakes State, Sudan, 2007, page 4

The strengthening of such organisations was seen by evaluators as being critical to the sustainability of efforts because of its contribution to long term local capacity and local ownership. Indeed, one of the key factors evaluators identified as inhibiting the long term sustainability of outcomes is the lack of local capacity. Support for local collective mechanisms was also a vehicle through which long term outcomes were secured.

Lesson 4: Building relationships – or partnering – with government was a key approach that contributed to the sustainability of programmes

The facilitation of relationships and multi-stakeholder dialogues – particularly between the beneficiary or community groups addressed above with government authorities – was found to be a critical factor in securing long term, sustainable outcomes. Some programmes were premised on such a multi-stakeholder process or had government ministries as an implementing partner. For example in the case of the "Humanitarian Protection and Direct Humanitarian Support" project in the Philippines, Oxfam partnered with local NGOs as well as government institutions in three municipalities. The evaluator states

that the programme clearly "demonstrated the benefits of working closely with local government units in the implementation of the projects. Benefits have included legislation of ordinances, access to financial, material, and human resources, and support for the smooth implementation of the project support."[99]

In the case of the SOS Sahel Bees Products Trade Promotion Programme in Ethiopia, the programme was founded on close co-operation and interaction with local and regional governments. Support of the government in the construction, development and management of the programme is seen to be strong, therefore it can be considered that their continued support in this area will result in their long term sustainability, according to the evaluators.

Susan Wren & Tom Deiters, Terminal Evaluation of SOS Sahel Bees Products Trade Promotion Programme, Ethiopia, 2006

However, building relationships was found to be equally important in a number of other programmes[100] in terms of building long term sustainability and securing support for beneficiaries' values or rights. In one such case, the evaluator observed that the programme's NGO partners that had established a working relationship with government bodies were much more successful than those that took an 'adversarial' approach.[101] It is also noteworthy that highly successful programming approaches such as Oxfam's "Preparedness Response, Influence of policy: a Model for Emergencies (PRIME)" as applied in Indonesia are rooted in the notion that "government, Civil Society Organisations (CSOs) and communities all having a role and therefore an incentive to work together."[102]

While the approach was found to be highly effective, many evaluators duly noted the inherent challenges encountered by community organisations in working, or trying to work, with government – including the reality that unless a programme was closely aligned with a government's agenda, it can be a time-consuming and slow process: In one evaluation, the author notes: "Relationship building and working with national and local governments are very strategic in nature and yields slow results...Attention of Government officials, policy makers and

98. Orlando Alves dos Santos Junior, *O Fórum Nacional de Reforma Urbana: incidência e exigibilidade pelo direito à cidade*, Brazil, 2008

99. Lenore Polotan-dela Cruz Elmer M & Ferrer Zarina Hipolito, *(Final Report) External Evaluation Humanitarian Protection and Direct Humanitarian Support in Three Municipalities in Central Mindanao (2004 – 2006).* Philippines, 2005

100. Examples were found in 17 of the evaluation reports.

101. Flora Ninfa Santos Leocadio, Esperanza A. Santos, Andresito Reynaldo A Gonzales, *Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project*, Philippines, 2007

donor communities could be drawn through creating and evidencing 'good practices'."[103] In another case, the Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State, South Africa, having a 'close relationship' with government posed a challenge to the programme advocating for increased government delivery of HIV/AIDS services as the partner agencies were dependent on government funding and did not want to take up a seemingly adversarial position.

Meanwhile, programmes that did not incorporate such a relationship-building component, or strategies to work with government, private sector or other stakeholders, were much more vulnerable in terms of their long term sustainability. In the Evaluation of the "Unwrapped Projects" in Sudan, for instance, the evaluator states that while the project's failure to engage the government proactively may not have "lessened the potential impact of the project," it could "affect sustainability of the Oxfam initiated veterinary services delivery intervention."[104]

Lesson 5: Although the above approaches are contributing to the sustainability of Oxfam GB's livelihoods interventions, more investment is needed to support the long term sustainability of their achievements

The previous lesson notwithstanding, the majority of the evaluation reports raise concerns about the long term sustainability of programme outcomes. In short, were the interventions to end tomorrow, it is unclear from these reports to what extent the outcomes would be sustained. The key reasons most frequently identified by evaluators pertained to the lack of resources, the project timeframe, a lack of local capacity (of beneficiaries and local institutions), and the failure to integrate advocacy-related strategies into programming.

In the case of the Market Access Programme Middle and Sorghum Belt of Nigeria, for example, the evaluator states that the programme's focus is problematic because it fails to address farmers' marketing needs or their lack of capacity for marketing

and advocacy work – which are key to the long term sustainability of all programme outcomes.[105] However, other examples, such as the Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State, South Africa, point to inhospitable political environments as too great a challenge to the pursuit of advocacy goals.[106] Significantly, the fact that some livelihoods programmes have failed to develop advocacy-related strategies, while others have achieved significant gains in this realm suggests that there is much scope for cross-programme learning.

> In the Unwrapped Projects in the Lakes States of Sudan, the cost recovery initiative in the veterinary sector has initiated the process of sustainability of these services in the region and "has purged [the] relief dependency syndrome in this regard". However, the evaluation team note that the programme failed "to factor in engaging the Government proactively at decision making capacity in the strategic and operational management of the component which otherwise could lend a valuable hand in mentoring the Government for eventual management of the service….These design errors of omission cannot be said to have lessened the potential impact of the project but if not addressed can affect sustainability of the Oxfam initiated veterinary services delivery intervention."
>
> *Management and Development Consultants, Evaluation Report, Unwrapped Projects in the Lakes States, Sudan, 2007*

More than half of the evaluation reports identified a lack of capacity or need for increased capacity of beneficiaries or partner organisations. Even in the case cited above, the SOS Sahel Bees Products Trade Promotion Programme in Ethiopia, which has been so highly successful in establishing cooperatives and a union, as well as the long term buy-in of government, the evaluators state that more capacity support is required to ensure the long term viability of these institutions: "…on-going guidance from this programme [is required] for another three to five years, as previously mentioned, in order for the necessary skills and experience to be sufficiently developed."[107]

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102. Anne Lockley and Kharisma Nugroho, *Program Review Preparedness Response, Influence of policy: a Model for Emergencies (PRIME),* Indonesia, 2008

103. River Basin Programme Team, *Report On: The Review of River Basin Programme, Bangladesh,* 2006, page 26

104. Management and Development Consultants, *Evaluation Report, Unwrapped Projects in the Lakes States,* Sudan, 2007

105. Dr. Kwasi Boahene, *Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa,* Nigeria, 2006

While this finding seems to contradict the extensive focus and documentation of capacity-building achievements across the programmes, it is perhaps reflective of the poverty, marginalisation and/or vulnerability of the beneficiaries that Oxfam GB's livelihoods programmes target. This suggests that the need for long term capacity support may be much more extensive and require larger investment in livelihoods programming than in programming that targets other, less poor or vulnerable populations or communities.

> A number of the reports -– such as the external evaluation of the Community Based Drought Preparedness and Mitigation Project in Kampong Speu Province, Cambodia – illustrated the conundrum facing a number of livelihoods programmes: that beneficiaries are often too busy working to secure food and income to be able to fully participate in the programmes – the very programmes that are trying to address the long term food and income security of these populations.

Moreover, while collective mechanisms build local capacity and ownership – key to the sustainability of programmes – they can also require a high degree of inputs. For example, In the External Review of the MTF Campaign in the Philippines, the evaluator observes a number of challenges associated with sustaining networks: "While many positive attributes are ascribed and expected from alliances and networks, their maintenance and sustenance offer as much challenge. For alliance work to become real arenas for effectively 'working in concert with others', campaigners need to develop the following essential requisite: Genuine accommodation of various interests of allies and partners; High investments in inter-personal skills and resources; Clarifying roles and expectations and the ability to discern what role/s one should play and how it performs that role, depending on the nature of the issue, partner capacity, and stage in the cycle of campaigning; Investing in acquiring new skills set such as dialogue, negotiation."[108]

Lesson 6: Ensuring women's participation did not ensure that gender issues were addressed

As cited above, there is evidence that some programmes are achieving strong gender outcomes. The key factors that contributed to these successes include the strong gender capacity of partner organisations (reflected in the capacity for gender analysis as well as the adoption of gender policies) and the inclusion of specific strategies and activities aimed at addressing gender equality issues, such as GBV and child marriage. Other successfully observed strategies included building linkages between women's organisations and community-based organisations. [109]

While a number of programmes had a positive impact on gender equality and women, often programmes' implicit gender strategy was to support and facilitate women's participation. However, as outlined in section 3 on Findings, ensuring women's participation did not necessarily ensure that gender issues were addressed in all programmes. Moreover, the lack of gender strategies and gender capacities in some cases meant that programmes did not always address the barriers to women's participation and in some cases, contributed to negative consequences for women which directly undermine the very gender goals and commitments that Oxfam GB seeks to uphold.

It must be acknowledged that regardless of the context, addressing gender equality issues can be an ambitious goal. As one evaluator aptly notes: "Changing the gender roles and perspectives in two years was not realistic."[110] However, the lack of gender strategies and/or gender capacity amongst partners that was evident in many programmes warrants attention. At very minimum, such approaches would be critical to ensuring that Oxfam's livelihoods programmes adhere to a 'do no harm' policy.

106. Farah Hassim, *Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State*, South Africa, 2006

107. Susan Wren & Tom Deiters, *Terminal Evaluation of SOS Sahel Bees Products Trade Promotion Programme*, Ethiopia, 2006

108. Lenore P. de la Cruz .*External Review MTF Campaign in the Philippines Oxfam International Philippines*, Philippines, 2008, page 28

109. River Basin Programme India Team, *Review: River Basin Programme,* India, 2006

110. Management and Development Consultants, *Evaluation Report, Unwrapped Projects in the Lakes States,* Sudan, 2007, page 22

111. River Basin Programme India Team, *Review: River Basin Programme,* India, 2006, page 7

112. Nelson Marongwe & Kudzai Chatiza, *Final Report: Assessment of the Oxfam GB Livestock Fairs Intervention,* Zimbabwe, 2007, page 35

In the internal review of the River Basin Programme in Bangladesh, the authors note that the "[i]nvolvement of women in wide range of income generating activities…has increased their access to resource and benefit", which has facilitated a new role within household decision- making processes." They state that this new role marks "a tangible shift, from the stereotypical role portrayed of women." However, they also observe that while women are playing new roles in the community, "this does not seem to have translated into an improved status for them in the overall community."

River Basin Programme Team; Report On: The Review of River Basin Programme, Bangladesh, 2006

In the Urban Livelihoods programme in the Russian Federation, "[r]eports show satisfaction with aims of over 50% of direct beneficiaries being women. Indeed monitoring shows that overall 60%+ of programme beneficiaries are women as they are the majority of those involved in the trade sector and this is the major entrepreneurial activity in the pilot towns. However, there are clearly discriminatory forces in play which have made more women unemployed and therefore necessitating them to take up this tough and insecure line of work…. Training should be offered to key players about the relationship between poverty and gender discrimination, so that this is an integral element of the programme's influence."

Megan Bick, Lori Streich & Angela Dale, Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation, 2008

Lesson 7: Strong monitoring and evaluation practices supported results achievement, but were not observed in most livelihoods programmes

Examples were evident in at least nine of the programmes of strong M&E systems as having contributed to the efficiency and overall achievements of the programmes. The River Basin Programme team in India, for instance, describe a regular monitoring and evaluation process that involves the input of partner organisations and beneficiaries, and supports opportunities for learning and programme improvement: "There is mechanism of analysing the impact of the programme through a mid-term and an annual review along with the partners to identify the best practices and gaps for future development. Learning and sharing events were conducted twice a year wherein all partners work together and develop strategies for the year to achieve the objectives." [111]

More frequently, however, evaluators commented on the lack of M&E and the negative impact of this – not only on understanding programme outcomes, but in terms of ensuring that programme goals were realistic, and that the strategies and activities to achieve these objectives are working.

Significant M&E problems were detailed in 16 of the reports. In one example, the evaluation of the Oxfam GB Livestock Fairs Intervention in Zimbabwe, the evaluation team was unable to establish "precise information on what the project targets were in terms of the actual numbers of households that were expected to benefit." [112]

Gaps included:

- Absence of a project log-frame

- Lack of appropriate indicators and targets, including a lack of qualitative indicators

- Absence of baseline data

- Overly ambitious objectives

- Poor data collection and management practices

- Lack of M&E capacity

- Gender not integrated into data collection tools

As one evaluation states:

"Currently it is unclear what project monitoring is undertaken, especially as there are no outputs against which to measure progress….Having no targets and no baseline prevents any achievements from being evaluated, and can lead to a lack of focus. This also means that a long term exit strategy is harder to develop. The absence of targets and outputs was also noted during the 1997 review."

North Karamoja Pastoral Development Programme North, Review of Community Based Animal Health Work, Uganda, 2007

While the development of a typology of outcomes, such as that presented in this paper, would not rectify all of the M&E gaps identified in this synthesis, it could go a long way towards supporting staff and partners to strengthen their M&E approaches at the programme and project levels. It could also support Oxfam GB to assess the achievements of its livelihoods work in a more systematic way, and to more readily feed this knowledge into corporate and program-level strategic planning and decision-making processes. Combined with the continued support

for learning opportunities (such as Oxfam Reflects), such a typology could support greater cohesion, sharing and learning between Oxfam GB's diverse livelihoods programmes.

Lesson 8: A range of good practices are used in Oxfam GB's Livelihoods programming, which contribute to the programmes' successes

Evaluators observed a range of innovative approaches that have successfully contributed to livelihoods outcomes in different programming contexts, including:

i. The use of integrated, comprehensive approaches to programming: Whether referring to the integration of relief and development or of GBV, HIV/AIDS and livelihoods – the integration of different programming approaches were cited by a number of evaluators as a highly effective means to achieve outcomes in the area of livelihoods. Overall, evaluators argued that integrated approaches were reflective of the complex and multi-faceted problems they aimed to address and supported the use of multi-faceted but linked strategies.

In the context of programming on Disaster Risk Reduction (DRR), a model has been developed to institutionalise an integrated approach: PRIME. The defining characteristic of this approach is "essentially its comprehensiveness - its multi-sectoral, multi level, and integrated approach to disaster management" and its starting point, that "government, Civil Society Organisations (CSOs) and communities all having a role and therefore an incentive to work together."

Program Review Preparedness Response, Influence of policy: a Model for Emergencies (PRIME), Indonesia, 2008

ii.   Rooting approaches in the local and cultural contexts: In one example, the Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme in Sierra Leone, the lending scheme promoted savings and helped mobilise assets, based on the "borrower's ability to repay." The scheme incorporated receiving training and support from the other members and was built on traditional practices such as "osusu" through the savings and loans associations with which beneficiaries were familiar" [113] (see photo below).

iii.   The introduction of approaches which were replicable and had immediately tangible benefits for beneficiaries: For example, in the case of the Livestock Fairs Intervention in Zimbabwe, the programme introduced Livestock Fairs, which were

Hawa Mansary and Morris Borbo, secretaries of a village savings and loans scheme in Nyandehun village, Kailahun, Sierra Leone, count money paid in by members during their weekly meeting. Photo credit: Jane Gibbs/Oxfam

new to the country context, had the opportunity for replication elsewhere in the country, and supported bulk selling and buying, which led to a direct injection of cash into the community.

iv.   **Ensuring strong beneficiary targeting approaches:** In the "Unwrapped project 2007/08" in Southern Sudan, a targeted approach to seed and tools distribution was successfully used to achieve the programme's dual objectives of relief and recovery. The challenges were "twofold: (a) to identify those households who actually need seed and tools aid and (b) to ensure they have the means to use it (i.e. the land and labour necessary for sowing, and sufficient stability to guarantee that seeds [are] planted)."[114] In this programme, the 'better-off', who had capacity to cultivate and multiply seeds, were initially supported, and after this group started harvesting their first crop, poorer farmers benefited from the 'passing on' of seeds.

v.   **Use of cost-recovery approaches:** In "Unwrapped projects 2006/2007" in Southern Sudan, supporting a cost recovery element initiated the process of sustainability of veterinary services in the region and "purged relief dependency syndrome in this regard setting an evidence based example of self reliance that can be emulated by other public service sectors." [115]

vi.   **Use of capacity analysis tools:** In the Disaster Mitigation and Preparedness in Western Mongolia Project, a capacity and vulnerability analysis (CVA) technique was used, through which the team was able to identify the capacities and vulnerabilities of the target herders groups. "The key advantage in using CVA is that it acknowledges and builds on what already exists in the community." In this instance, the exercise "revealed that the herders feel vulnerable as a result of a lack of support from the soum preparedness system and lack of access to use the land." [116]

vii.   **Supporting the development of local champions:** Beyond building local individual and institutional capacity, the development of local champions or leaders in the roll-out of a programme was found to be a useful strategy. For example, in the case of the Market Access Programme in Nigeria, the programme used a "model farmer" approach, by which a farmer who was established and known within the community was used as a model around which other farmers organised. This was not only supportive of developing other beneficiaries' taking up the new skills and approaches and attainment of better prices, but had significant potential to support advocacy or policy goals: "The model farmers are linked to influential people in the State, which can be of tremendous help if Oxfam GB decides to carry out advocacy on access to markets and resources."[117]

viii.   **Working in an Oxfam Consortium:** The Joint Oxfam Programme in Malawi is a programme in which Oxfam GB joined forces with other Oxfam affiliates to support large-scale approach / Consortium approach: "…a joint model as employed in Malawi appears to offer many benefits related to cost savings, shared learning and other factors." [118]

ix.   **Using an explicit model of change:** In the case of Oxfam's global Labour Rights Campaign "the use of Oxfam's model for change was viewed as innovative and effective in many ways."[119] The approach "starts with awareness of disaster risk as something that can be manipulated and disaster impact as something which can be reduced. From awareness the building blocks for change are individual and organisational confidence and skills, an environment with supportive policy, organisational and institutional capacity (including resources), networks and coordination." [120] In one example of this programme's success, "Oxfam was able to give purchasing policies a higher profile than others such as Clean Clothes Campaign (CCC) or Maquila Solidarity Network (MSN) have been able to do. This resulted in the Ethical Trade Initiative (ETI), for instance, giving more prominence to purchasing practices and creating a committee dedicated to examining them. Now companies are discussing these and other supply chain issues." [121]

113. Ephraim M. Dhlembeu & Miata M. Jambawai. *Impact Evaluation: Health, Empowerment, Livelihood and Protection (Help) Kailahun Programme*, Sierra Leone, 2007

114. Prof. Wambui Kogi Makau, *Evaluation Report: Unwrapped Project 2007/08 in the Lakes State of Southern Sudan*, 2008, p27

115. Evaluation Report, *Unwrapped Projects in the Lakes States*, Sudan, 2007, P13

116. Erdenesaik Han Naidansure N, *Impact Evaluation Report: Disaster Mitigation and Preparedness in Western Mongolia Project*, Mongolia, 2007, p22

117. Dr. Kwasi Boahene, *Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa*, Nigeria, 2006, page 11

118. John Meyer, Esther Mede & Pierson Ntata, *Joint Oxfam Programme Malawi 2004-2007*, 2006, p26

119. Ann Weston and Heather Gibb, *External Evaluation of Oxfam's Labour Rights Campaign*, Global, 2006, page 3

120. ibid, page 5

121. ibid, page 15

4. Lessons learned and good practices

Specific strategies for achieving gender results:

x.   **The adoption of gender policies and gender analysis amongst Oxfam partner organisations:** This approach was successfully observed in several cases, leading to enhanced gender equality outcomes, such as in the Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project in the Philippines, and River Basin Programme in India.

xi.   **Clear guidance from Oxfam that women and men need to both be represented:** In the case of the River Basin Programme in India, "it took time to bring women into the VDPCs, due to the normal custom of men dominating any such community level decisions. Enforcement from Oxfam and partners that both men and women need to be represented in VDPCs changed the scenario. Once women were acquainted with the process of discussions on disaster related discussions and decisions thereafter, they became part and parcel of such forums. Today 50% of VDPCs members are women and several of them hold management positions in the VDPCs. The process also liberated their leadership potentials to the extent that 10 of them were elected as Panchayat members in last elections. Engendering the programme was one of the conscious strategies the Oxfam staff and Partners used to facilitate women's involvement and this gave the above impact." [122]

xii.   **Use of gender-sensitive tools in community profiling, such as the gender gap audit** [123] This approach was successfully used in the Community-Based Coastal Resource Management (CBCRM) project in the Philippines.

xiii.   **Building bridges between women's organisations and other community-based organisations:** "…campaigns have helped in building bridges between women's organisation and trade unions and that this has laid the basis for changes in policies and practices, even if it is too early for many of these to have been realised." [124]

Women villagers from Madhubani, Bihar, one of the districts that received assistance from the Oxfam River Basin Programme in India - a programme for which the evaluation documented a number of positive outcomes for women.

Photo credit: Gail Williams/Oxfam

Specific strategies for pursuing advocacy or policy-related goals:

In addition to the strategies of relationship-building and building profile for the rights of beneficiaries, as discussed in the lessons above, the following specific approaches were found to be successful in contributing to the achievement of advocacy or policy-related outcomes for Livelihoods programmes:

xiv.   Conducting a strong analysis or reading of the policy context, including the policy capacity of relevant government actors, upon which to base all planned goals and activities: In the case of Oxfam GB's Urban Livelihoods programme in the Russian Federation, the appropriate reading of the situation led to the incorporation of innovative strategies for building government capacities, which were successful, and in the process built the relationships and respect between the municipal leadership and the business community the programme sought to support.

xv.   Generation of relevant information and research: In one example, the partner organisation's "research study on national level fisheries budget process and dynamics generated understanding of the national level fishery budget process, aiding the POs in identifying pressure points and developing strategies in their engagement with the NGA, particularly with DA-BFAR." [125]

xvi.   Strategic lobbying and relationship building with policymakers who could be 'champions': This approach was observed in the CBCRM project in the Philippines: "The coalition's legislative Focus on Fisheries and bills incorporating archipelagic principles in municipal waters and prohibition and penalties filed at the House of Representatives led to the development of "champions" in Congress and Senate to push for the proposed bills (Representative Aguja, Sens. Tanada and Pimentel)." [126]

xvii.   Readiness to seize opening 'policy windows': While conditions may be inhospitable for realising advocacy or policy goals, building the capacity and setting the stage for such influence can be beneficial so that when a window does open, it can be seized and used to maximum effect. In the River Basin programme in India, the programme was operating in an environment which had not been highly conducive for influence, but over the course of the programme, a policy window started to open, and the programme's model was viewed as highly effective and replicable. A strong analysis and reading of the policy context is also key, as was evident in the case of the MTF Campaign in the Philippines. In this programme, strong internal policy capacity enabled programme partners to engage in an 'accurate' and timely reading of the campaigning context as it is unfolding and the ability to grab emergent campaigning opportunities; matching this with the most critical and creative tactical moves that capture the interest and imagination of the public, media and policy/decision makers." [127]

xviii.   Use of a downward and upward approach to policy influence: The PRIME programme in Indonesia achieved "influence and engagement in two ways: first, downward through advocacy on a comprehensive on a Disaster Management regulatory framework, and secondly upward through supporting participation of CSOs and community based Disaster Risk Reduction. By using these two approaches, PRIME has secured a change in policy that has a strong foundation in the community. PRIME has demonstrated effectiveness in linking policy making and community level initiatives." [128]

xix.   Placing significant investment in media and popular mobilisation: In the Philippines MTF campaign, this investment was referred to as key "groundwork" that invested "in constituency and campaign capacity building on a sustained basis." [129]

122. River Basin Programme India Team, *Review: River Basin Programme*, India, 2006

123. Flora Ninfa Santos Leocadio, Esperanza A. Santos, Andresito Reynaldo A Gonzales, *Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project*, Philippines, 2007

124. Ann Weston and Heather Gibb, *External Evaluation of Oxfam's Labour Rights Campaign*, Global, 2006, page 49

125. Flora Ninfa Santos Leocadio, Esperanza A. Santos, Andresito Reynaldo A Gonzales, *Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project*, Philippines, 2007, page 40

126. ibid, page 40

127. Lenore P. de la Cruz. *External Review MTF Campaign in the Philippines*, Oxfam International Philippines, Philippines, 2008, page 28

128. Anne Lockley and Kharisma Nugroho, *Program Review Preparedness Response, Influence of policy: a Model for Emergencies (PRIME)*, Indonesia, 2008, page 24

129. Lenore P. de la Cruz. *External Review MTF Campaign in the Philippines*, Oxfam International Philippines, Philippines, 2008, page 27
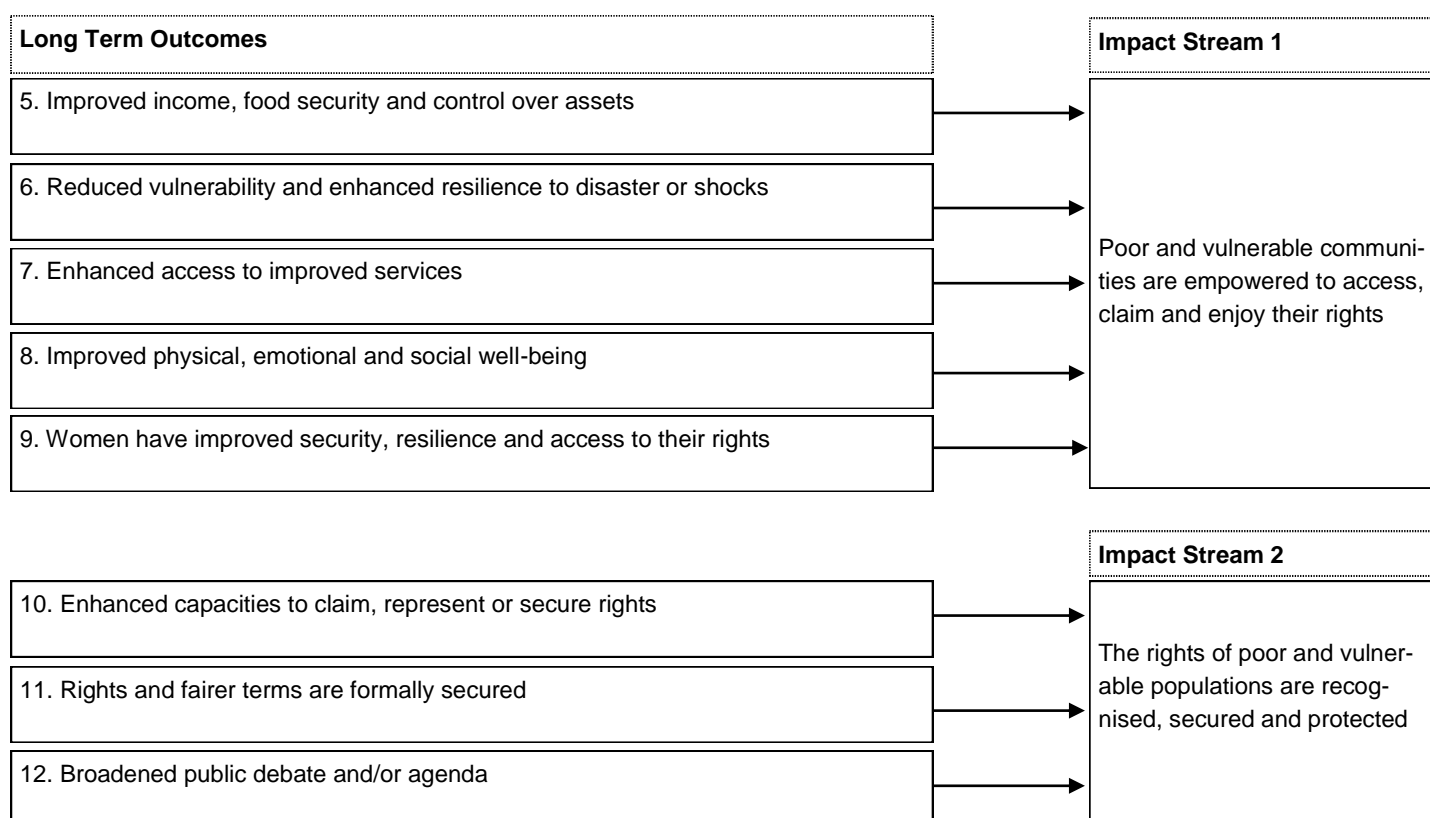
5. Conclusion

For this synthesis, final evaluations of 40 livelihoods programmes from all world regions and from across the spectrum of Oxfam GB's livelihoods programmes were reviewed. The challenge of course was to synthesise the results and lessons from programmes as divergent as the Niassa Food and Livelihood Security Programme in Mozambique, the Disaster Management Programme in Cambodia and the Make Trade Fair global campaign – without losing the breadth and rich diversity that truly characterises Oxfam GB's livelihoods work.

While the contexts, focus and objectives of these programmes varied widely, a strong and comprehensive set of livelihoods programme outcomes emerged, and the evaluations reviewed provided solid evidence that Oxfam GB's livelihoods programmes successfully achieved a range of long term outcomes, which are ultimately contributing to impact-level changes in the lives of people in poverty.

All of the livelihoods programmes covered by evaluations in this report were found to contribute to **four key short-medium term outcomes**, which appear to characterise and underpin all of Oxfam GB's livelihoods work:

1. A shift in awareness, knowledge and/or understanding

2. Change in behaviours, practices, decisions and/or actions

3. New or strengthened partnerships and relationships between and amongst beneficiaries, communities, partner organisations, government, private sector or other stakeholders – facilitating the mobilisation of stakeholders and creating new opportunities for dialogue, collaboration and/or joint action

4. Improved capacity of target beneficiaries, communities, partner organisations and/or other stakeholders (e.g. government or international actors) to realise, support or promote their rights and livelihoods, or the rights and livelihoods of others

In addition to contributing to the achievement of a wide range of long term outcomes, the short-medium term outcomes above were found to be critically important to the long term sustainability and local ownership of livelihoods programmes.

Long Term Outcomes	Impact Stream 1
5. Improved income, food security and control over assets	Poor and vulnerable communities are empowered to access, claim and enjoy their rights
6. Reduced vulnerability and enhanced resilience to disaster or shocks	
7. Enhanced access to improved services	
8. Improved physical, emotional and social well-being	
9. Women have improved security, resilience and access to their rights	

	Impact Stream 2
10. Enhanced capacities to claim, represent or secure rights	The rights of poor and vulnerable populations are recognised, secured and protected
11. Rights and fairer terms are formally secured	
12. Broadened public debate and/or agenda	

The long term outcomes fell into a fairly broad range of categories, reflecting the diverse nature of the programming as well as the integrated, multi-pronged approach to which much of the programming subscribed. Although closely related or mutually reinforcing, **eight key categories of long term outcomes emerged**, contributing to two distinct but related impact-level streams (as shown in the diagram on the facing page).

Programmes were found to be **highly relevant** to their intended male and female beneficiaries, the communities and partner organisations through which they were implemented. Evaluators most frequently attributed this to the **highly participatory nature of programming** and the **strong, equitable partnerships**, which were found to characterise Oxfam GB's livelihoods work. Based on these findings, Oxfam GB's commitments to participatory approaches, partnership, relationship-building and capacity support at the corporate level are absolutely appropriately placed, and are clearly being actualised in livelihoods programmes.

There is also strong evidence in **some reports of gender equality outcomes having been achieved**, including improved gender relations, more women being elected to public office, and decreased incidences of child marriage and gender-based violence (GBV). These are significant successes that should not be underestimated.

The above achievements notwithstanding, a number of issues were identified as impeding progress towards long term outcomes and impact.

Many of the evaluation reports raised **questions concerning the long term sustainability** of programme outcomes. In short, while Oxfam GB appears to be adhering to many "good" practices concerning building sustainability, were the interventions to end tomorrow, it is unclear from these reports to what extent the outcomes would be able to be sustained. The reasons most frequently identified by evaluators pertained to the lack of resources, a limited timeframe, a lack of local capacity, or a failure to integrate advocacy-related strategies or activities into programming. This suggests that the need for long term capacity support may be more extensive and require greater investment

in livelihoods programming than in programming that targets other, less poor or vulnerable populations or communities. Similarly, while many programmes were observed as having successfully incorporated advocacy or policy components, some had not done so. While advocacy and policy engagement was recognised as a long term and sometimes painfully slow process, the effect of not incorporating this component into programmes appeared to potentially compromise the long term achievement or sustainability of outcomes.

Further, while women were frequently among – if not the majority of – the participants in programmes, some **barriers to women's participation persisted** and in some cases results for women were mixed or unclear. A number of evaluations evidenced that simply ensuring women's participation did not ensure that gender equality issues were addressed, and the lack of gender strategies and gender capacity in some programmes warrants further attention.

A final conclusion of the report is the **need for stronger monitoring and evaluation (M&E)** in many livelihoods programmes. While Oxfam GB is clearly achieving a wide range of results through its livelihoods work, these results are not being adequately documented. Without such data, Oxfam and its partners struggle to assess the effectiveness of strategies, ensure objectives are realistic or rigorously measure the outcomes and impact of interventions (including any unintended results).

In light of the above, guidance at the corporate-level about the types of outcomes to which Oxfam GB aims to contribute through its livelihoods programming seems conspicuously absent. The development of a typology, such as that presented in the report, combined with the continued support for learning opportunities (such as Oxfam Reflects), could support greater cohesion, sharing and learning between Oxfam GB's diverse livelihoods programmes, as well provide the needed guidance and support to individual programmes in the design and regular review of their programme objectives and strategies. Opportunities for inter-programme learning were abundantly evident through this synthesis review - the challenges with which some types of programmes are struggling were often found to be the very strengths of other livelihoods programmes.

Appendix 1 - Methodology: Defining the list of evaluations

The following steps describe how the list of evaluations for synthesis was drawn up from the total population of evaluations carried commissioned by Oxfam staff around the world.

1. Initial search of Oxfam's Programme Accountability and Learning (OPAL) database, using XI software, identified 548 documents, using the following search:

- **free text search**: agriculture OR livelihoods OR market OR enterprise OR "urban livelihoods" OR "land rights" OR "labour rights" (terms: "waged work", "decent work" and "private sector"did not alter number of documents found)

- **title search:** eval* OR review OR "final report" (Portuguese, Spanish, and French translations of the word 'evaluation' did not alter the number of documents found)

- **search in: x:\ drive**

- **date: >2006-01-01**

2. Quick scan of 548 documents to filter out all those documents that were not relevant, including: Monitoring Review Reports, Completion reports, Needs assessments, outputs to purpose reports, partner reviews, annual report, interim narrative reports, OPAL closure reports, quarterly reports, grant agreements, evaluations of other aims with no clear livelihoods links (i.e. West Africa education programme).

3. Remaining documents combined with those evaluations contributed by programmes (in response to 'evaluation amnesty) and fed into long-listing exercise.

4. 216 evaluations underwent a second culling process, using XI software, to filter out any evaluations not directly linked with livelihoods programming (i.e. education; right to be heard etc.), any purely humanitarian responses (rapid onset emergencies in particular), and any mid-term evaluations.

5. Short-list of 116 remaining evaluations reduced to a final list of 40 evaluations through a light-tough quality assessment, based on the following criteria:

a.   final evaluations

b.   addressed outcome / impact level questions;

c.   technical adequacy (including whether the reports explained the methodology used by the evaluators; were explicit about the data used; showed evidence of analysis)

d.   whether stakeholders had been involved

Appendix 2– Methodology: Synthesis Framework

In order to ensure a systematic review and analysis of findings, a synthesis framework was developed. Developed in close consultation with senior Oxfam GB evaluation staff, the framework outlines seven key categories of analysis, with key questions and sub-questions for each category and is shown in the table on the opposite page.

The categories are rooted in the OECD-DAC's standardised evaluation categories (Impact, Effectiveness, Relevance, Efficiency and Sustainability), with the addition of two key categories reflective of Oxfam's priorities:

- **Gender**: to reflect Oxfam GB's policy to mainstream or incorporate gender across its programming

- **Partnership**: to reflect Oxfam GB's policy to work through partnership across its programming

Other values key to Oxfam GB and its Livelihoods work – such as participation – were integrated across the framework wherever relevant.

CATEGORY OF ANALYSIS	KEY QUESTIONS	SUB-QUESTIONS
Impact	What results do the evaluation reports document as having been achieved by Oxfam GB Livelihoods programmes?	What evidence is provided by the evaluators to substantiate the identified results? (What type of data sources were used, how many, and was evidence triangulated?)
		To what extent does the evidence provided establish that results are attributable to the programme and its interventions? Is attribution based on an assessment of adequacy, plausibility or probability?
		Who are the male and female beneficiaries affected by this result, how were they affected, and how many were affected?
		What level of results are documented – output, outcome or impact?
		Were the results intended or unintended?
		Were the results the direct or indirect result of Oxfam programming?
Effectiveness	What factors do the evaluators identify as having influenced the achievement of results in Oxfam GB's Livelihoods programmes?	What were the factors – internal and external – that are most and least frequently cited across evaluation reports?
		To what extent is the participation of beneficiaries in the design, implementation and monitoring identified as having affected results achievement?
		Do these factors differ depending on the theme of the Livelihood programme?
Sustainability	To what extent are the results that are documented deemed to be sustainable?	What factors were identified as contributing to the sustainability of results?
		Were some types of results deemed to be more sustainable than others?
		Did the nature of beneficiary involvement in the design, implementation and monitoring of the program identified as having affected the sustainability of results in any way?
Relevance	To what extent is the relevance of a programme identified as having affected results achievement?	What was the relevance of the programme to male and female beneficiaries, partners, Oxfam and funding agencies?
		Did the design of the programme continue to be relevant to all stakeholders (as identified in the above question) over the course of the programme?
Efficiency	To what extent is the efficiency of an intervention identified as having affected results achievement?	Was the programme delivered in a timely manner and did this affect results achievement?
		Did the implementation and monitoring of the program affect results achievement?
Gender	To what extent are gender issues identified as having affected results achievement?	Were women and men affected differently by results?
		Were there distinct factors that specifically affected the participation of women in programmes?
		Were there distinct factors that specifically affected programmes focused on gender and/or women?
		To what extent were considerations of gender mainstreamed into programming (at the design, implementation and M&E stages), and did this affect and/or contribute to results achievement?
Partnership	Where applicable, to what extent are Oxfam's partnerships with implementing agencies identified as having affected results achievement?	Did the distinct expertise, experience, capacities or networks of each partner contribute to results achievement?
		Did the working relationship between Oxfam and its partners contribute to and/or affect results achievement?

Appendix 3 - List of documents

Background Documents

1. Maximising Our Impact Oxfam's Strategy for Overcoming poverty and suffering, Oxfam

2. Oxfam GB Monitoring, Evaluation and Learning (MEL) System: what is it and why do we need it? Oxfam GB

3. Oxfam GB Programme Evaluation Policy, Oxfam GB

4. Oxfam Reflects, Background Note for Workshop Session on Tuesday 5th August 2008, July 08, Oxfam GB

5. AIM 1: Right To A Sustainable Livelihood: Oxfam GB Aim 1 Strategic Framework 2007/08-2009/10, Oxfam GB

6. AIM 1: Right To A Sustainable Livelihood Oxfam GB Aim 1 Strategic Framework 2007/08-2009/1, Component Paper 1: Vulnerable Livelihoods, Oxfam GB

7. AIM 1: Right To A Sustainable Livelihood Oxfam GB Aim 1 Strategic Framework 2007/08-2009/10 Component Paper 2: Smallholder Agriculture and Market chains, Oxfam GB

8. AIM 1: Right To A Sustainable Livelihood Oxfam GB Aim 1 Strategic Framework 2007/08-2009/10 Component Paper 3: Decent Waged Work and Labour Rights, Oxfam GB

9. AIM 1: Right To A Sustainable Livelihood Oxfam GB Aim 1 Strategic Framework 2007/08-2009/10 Component Paper 4: Private Sector and Enterprise Development, Oxfam GB

10. AIM 1: Strategic Framework: Overcoming Poverty and Suffering through Fair Trade Oxfam's Policy and Practice, Oxfam

11. Aim 1 Strategic Framework Overcoming Poverty and Suffering through Business and Markets: Oxfam's Policy and Practice, April 20, 2006, Oxfam GB

12. Aim 1 Strategic Framework :Overcoming Poverty and Suffering through Land Rights: Oxfam's Policy and Practice, April 12, 2006, Oxfam GB,

13. Aim 1 Strategic Framework Overcoming Poverty and Suffering through Urban Livelihoods: Oxfam's Policy and Practice. June 16, 2006, Oxfam GB

14. Key Oxfam Policies relating to Livelihoods, January 08, 2007, Oxfam

Evaluation Reports

1. Dr. Kwasi Boahene, Evaluation: Market Access Programme Middle and Sorghum Belt of Nigeria: Lessons for redesigning a follow up project and pivoting Nigeria as a focus of Oxfam's programme in West Africa Nigeria, 2006

2. Dr. Lê Đi Trí & Tran thi Thanh Honng, Final Evaluation: Enhancing Poverty Policy Monitoring and Evaluation Capacity for Women's Union and Farmer's Association in Tra Vinh Province Vietnam, Vietnam, 2006

3. Farah Hassim, Program Review: Integrated Programme on HIV/AIDS, Gender Based Violence and Poverty in the Free State, South Africa, 2006

4. Kavita Gandhi & John Krijnen, Evaluation Report: Oxfam Community-Based Rural Livelihoods Programme Badakhshan, Afghanistan, 2006

5. River Basin Programme Team, Report On: The Review of River Basin Programme.Bangladesh. Bangladesh, 2006

6. Lenore Polotan-dela Cruz Elmer M & Ferrer Zarina Hipolito, (Final Report) External Evaluation Humanitarian Protection and Direct Humanitarian Support in Three Municipalities in Central Mindanao (2004 – 2006). Philippines, 2005

7. Flora Ninfa Santos Leocadio,Esperanza A. Santos, Andresito Reynaldo A Gonzales, Evaluation Report: Community-Based Coastal Resource Management (CBCRM) and Small Fishers' Rights to Livelihood Project, Philippines, 2007

8. Evaluation Report, Sustainable Livelihood, IDPs Support Emergency Seed Distribution and Projects, Eritrea, 2007

9. Tom Gardiner & Honasio Fombe, Final Evaluation: Niassa Food and Livelihood Security Programme for Southern Niassa, Mozambique, 2007

10. Nelson Marongwe & Kudzai Chatiza, Final Report: Assessment of the Oxfam GB Livestock Fairs Intervention, Zimbabwe, 2007

11.   Christian Odhiambo & Phillip Oyoo, Oxfam GB DCI Funded Evaluation Report of Sustainable Livelihoods Recovery Program Lakes State, Sudan, 2007

12.   Amer Madi, Final Evaluation Report: Promoting Food Security in the Occupied Palestinian Territories Project, Palestine, 2007

13.   Prof. Wambui Kogi Makau, Evaluation Report: Unwrapped Project 2007/08, Lakes State of Southern Sudan, 2008

14.   Evaluation of the Oxfam GB (SIDA Funded) Food Security and Livelihoods programme in Northern Uganda: Kitgum District May 2005-July 2007, Uganda, 2008

15.   Megan Bick, Lori Streich & Angela Dale Evaluation of Oxfam GB's Urban Livelihoods programme in the Russian Federation, 2008

16.   Riyada Consulting, Increasing Food and Livelihood Security in the Occupied Palestinian Territories, 2008

17.   Ephraim M. Dhlembeu & Miata M. Jambawai. Impact Evaluation: Health, Empowerment, Livelihood and Protection (HELP) Kailahun Programme, Sierra Leone, 2007

18.   Preliminary Final report Single Form for Humanitarian Aid operations, Tajikistan, 2006

19.   River Basin Programme India Team, Review: River Basin Programme, India, 2006

20.   Keosothea Nou and Sokphally Tuot, External Evaluation of the Joint Oxfam Disaster Management Programme in Cambodia 2005-2008, Cambodia, 2008

21.   Lenore P. de la Cruz .External Review MTF Campaign in the Philippines Oxfam International Philippines, Philippines, 2008

22.   Management and Development Consultants, Evaluation Report, Unwrapped Projects in the Lakes States, Sudan, 2007

23.   Acacia Consultants Ltd, North Karamoja Pastoral Development Programme North, Review of Community Based Animal Health Work, Uganda, 2007

24.   Khalid Yasin, Final Evaluation Community- Based Primary Health Care Project in Hadhramout, Yemen

25.   Final Report September 28th 2005-January 6th 2006 Livelihood's Recovery Programme. Caribbean, 2006

26.   Erdenesaik Han Naidansure N, Impact Evaluation Report: Disaster Mitigation and Preparedness in Western Mongolia Project, Mongolia, 2007

27.   Susan Wren & Tom Deiters, Terminal Evaluation of SOS Sahel Bees Products Trade Promotion Programme, Ethiopia, 2006

28.   Lawrencia Adams, End of Phase Evaluation: Oxfam GB Securing Rural Livelihoods in Northern Ghana Programme, Ghana, 2008

29.   Anuradha Pati, Nikhilesh N & Rajesh Shah. Review of Augmenting Livelihoods in Kachchh Programme. India. 2007

30.   Sophia Dunn, External Evaluation: Cash component of the Oxfam Community Based Drought Preparedness and Mitigation Project Kampong Speu Province, Cambodia, 2007

31.   European Commission Humanitarian Aid Office. Single Form For Humanitarian Aid Operations, Community Based Flood Preparedness in Southern Punjab, Pakistan, 2007

32.   Anne Lockley and Kharisma Nugroho, Program Review Preparedness Response, Influence of policy: a Model for Emergencies (PRIME), Indonesia, 2008

33.   Marcel Arévalo, Toward the Respect of Economic, Social and Cultural Rights in Guatemala, Guatemala, 2007

34.   Lácteos Siuna, Apoyo al desarrollo de capacidades de pequeños(as) productores(as) de tres municipios de la RAAN – Nicaragua para acceder a mercados, Nicaragua, 2008

35.   Herminio Castillo, Apoyo al Desarrollo de Capacidades de Pequeños Productores, Nicaragua, 2008

36.   Orlando Alves dos Santos Junior, O Fórum Nacional de Reforma Urbana: incidência e exigibilidade pelo direito à cidade, Brazil, 2008

37.   John Meyer, Esther Mede & Pierson Ntata, Joint Oxfam Programme Malawi 2004-2007, Malawi 2006

38.   Mid-Term Review of the HIV & AIDS Response Scale-Up Programme of Oxfam GB GB in Malawi (2005 –2008),Malawi, 2007

39.   Ann Weston and Heather Gibb, External Evaluation of Oxfam's Labour Rights Campaign Global, 2006

40.   Ann Weston and Chantal Blouin, Evaluating the Implementation of Towards Global Equity Oxfam's Strategic Plan 2001 – 200 External Evaluation of Oxfam's Make Trade Fair Campaign, 2006

Appendix 4 - Terms of reference

Background

Oxfam GB has introduced a new Monitoring, Evaluation and Learning system, made up of a suite of processes that that together enable us to assess the impact of our programmes, learn from our experiences and increase our accountability to different stakeholders. Programme evaluations constitute an essential part of this new system, and Oxfam GB has developed a new Programme Evaluation Policy designed to ensure findings from programme evaluations are being used to improve the quality of Oxfam GB's programmes; support Oxfam GB to be more transparent with the results of our work; and ensure the quality of the evaluations that Oxfam GB programmes carry out

In addition to making all programme evaluations accessible to programme staff and the wider public, Oxfam GB will undertake annual syntheses of its programme evaluations, in order to identify evidence of results of our work, and draw out key lessons and recommendations to improve future performance. Programme evaluation synthesis reports will be used to identify 'good practice' within programme areas, feed into organisational decisions about strategy and focus, and influence the design of future programmes based on an improved understanding of what does and doesn't work.

Project Overview

Between December 08 and April 09, Oxfam GB will undertake a synthesis report of its livelihoods programme evaluations. This report will involve an in-depth review and analysis of up to 50 livelihoods programme evaluations carried out of the past three years.

Project Objectives

- Provide an overview of where we have evidence of results in our Livelihoods programmes from up to 50 Livelihoods programme evaluations

- Identify key lessons about how and why these results came about, as well as notable recommendations, that are generalisable beyond context, or of value to Oxfam GB's work in specific contexts. It is expected that this will also include the identification of significant instances of controversy or disagreement.

- Provide an assessment of the quality of programme evaluations reviewed, based on Oxfam GB's criteria.

Responsibilities of the lead evaluation consultant

- To identify a short-list of up to 50 programme evaluations to review (from a long list of no more than 80 evaluations).

- To undertake the review and analysis of up to 50 Livelihoods programme evaluations

- To deliver a final synthesis report for external publication by April 09 on Oxfam's Livelihoods programmes. Synthesis report should be no longer than 30 pages, and should include:

    Executive summary

    Framework, methodology and approach used for the synthesis process

    Summary of evidence of the results of Oxfam GB's Livelihoods programmes

    Categorisation of key lessons and recommendations emerging from evaluations reviews

- To deliver an analysis of the quality of programme evaluations reviewed, based on Oxfam GB criteria

Appendix 5 - Quality assessment framework

The following categories and questions are drawn from a combination of the DAC Evaluation Quality Standards [i] and the IDRC Quality Assessment Criteria,[ii] with the addition of some questions and categories deemed relevant to Oxfam GB (based on a review of Oxfam GB documents). More specifically, questions pertaining to beneficiary participation and gender were included to reflect these as priority areas for Oxfam GB.

1. Adherence to Oxfam GB's Terms of Reference:

1.1   Is the evaluation's rationale,[iii] purpose [iv] and objective [v] clearly identified?

1.2   Is the scope [vi] and criteria [vii] of the evaluation defined?

1.3   Are all of the relevant contexts described (development,[viii] policy,[ix] institutional [x] and socio-political [xi])?

2. Feasibility & Sound Design of Evaluations:

2.1   Has the choice of methods been identified and justified?

2.2   Are the methods and approaches appropriate and feasible given the questions and issues that the evaluation sets out to examine?

2.3   Did the report explain the selection of any sample identified? [xii]

2.4   Have the methods for assessing results been specified? [xiii]

2.5   Was the causality and/or the attribution of results considered in the assessment of results? [xiv]

3. Accuracy, Reliability and Transparency of Findings:

3.1   Is the transparency of information sources demonstrated? [xv]

3.2   Was there evidence of triangulation of data? [xvi]

3.3   Was the evaluation conducted in an independent manner, [xvii] in a free and open evaluation process? [xviii]

3.4   Were ethical issues explicitly addressed in the evaluation?

3.5   Was the evaluation conducted in an ethical manner? [xix]

4. Utility, Relevance and Stakeholder Participation:

4.1   Were the users of the evaluation identified?

4.2   Were the relevant stakeholders,[xx] including male and female beneficiaries, consulted and their input included in the report?[xxi]

4.3   Are the evaluation findings [xxii] and lessons learned [xxiii] relevant to the objectives being evaluated?

5. Gender Equality: [xxiv]

5.1   Were gender issues considered in the different aspects of the evaluation (design, utility, relevance, stakeholder participation, findings)? [xxv]

5.2   Was the input of both male and female stakeholders, including beneficiaries, used to inform the evaluation's findings?[xxvi]

5.3   Did the evaluation report address whether the partner and alliance organizations demonstrate a commitment to addressing gender? [xxvii]

Appendix 5 - Quality assessment framework

Notes for quality assessment framework:

i.   DAC Evaluation Quality Standards, DAC Evaluation Network (OECD), 2006.

ii.   IDRC Quality Assessment Criteria, Evaluation Unit, IDRC, 2007.

iii.   Describes why and for whom the evaluation is undertaken and why it is undertaken at a particular point in time. (DAC 1.1)

iv.   The evaluation purpose is in line with the learning and accountability function of evaluations (DAC 1.2)

v.   The objectives of the evaluation, specify what the evaluation aims to achieve. (DAC 1.3)

vi.   The scope of the evaluation is clearly defined by specifying the issues covered, funds actually spent, the time period, types of interventions, geographical coverage, target groups, as well as other elements of the development intervention addressed in the evaluation. (DAC 2.1)

vii.   The evaluation report applies the five DAC criteria for evaluating development assistance: relevance, efficiency, effectiveness, impact and sustainability. (DAC 2.3)

viii.   The development context may refer to regional and national economy and levels of development. (DAC 3.1)

ix.   The policy context may refer to poverty reduction strategy, gender equality, environmental protection and human rights. (DAC 3.1)

x.   The evaluation report provides a description of the institutional environment and stakeholder involvement relevant to the development intervention, so that their influence can be identified and assessed.(DAC 3.2)

xi.   The evaluation report describes the socio-political context within which the intervention takes place, and its influence on the outcome and impact of the development intervention. (DAC 3.3)

xii.   The evaluation report explains the selection of any sample. Limitations regarding the representativeness of the evaluation sample are identified. (DAC 4.4)

xiii.   Attribution and contributing/confounding factors should be addressed. If indicators are used as a basis for results assessment these should be SMART (specific, measurable, attainable, relevant and time bound). (DAC 4.2)

xiv.   Is attribution based on an assessment of adequacy, plausibility or probability?

xv.   The evaluation report describes the sources of information used (documentation, respondents, literature, etc.) in sufficient detail, so that the adequacy of the information can be assessed. Complete lists of interviewees and documents consulted are included, to the extent that this does not conflict with the privacy and confidentiality of participants. (DAC 5.1)

xvi.   The evaluation cross-validates and critically assesses the information sources used and the validity of the data using a variety of methods and sources of information. (DAC 5.2)

xvii.   The evaluation report indicates the degree of independence of the evaluators from the policy, operations and management function of the commissioning agent, implementers and beneficiaries. Possible conflicts of interest are addressed openly and honestly. (DAC 6.1)

xviii. The evaluation team is able to work freely and without interference. It is assured of cooperation and access to all relevant information. The evaluation report indicates any obstruction which may have impacted on the process of evaluation. (DAC 6.2)

xix.   The evaluation process shows sensitivity to gender, beliefs, manners and customs of all stakeholders and is undertaken with integrity and honesty. The rights and welfare of participants in the evaluation are protected. Anonymity and confidentiality of individual informants should be protected when requested and/or as required by law. (DAC 7.1)

xx.   The evaluation report indicates the stakeholders consulted, the criteria for their selection and describes stakeholders" participation. If less than the full range of stakeholders was consulted, the methods and reasons for selection of particular stakeholders are described. (DAC 4.3)

xxi.   Stakeholders are given the opportunity to comment on findings, conclusions, recommendations and lessons learned. The evaluation report reflects these comments and acknowledges any substantive disagreements. In disputes about facts that can be verified, the evaluators should investigate and change the draft where necessary. In the case of opinion or interpretations, stakeholders comments should be reproduced verbatim, such as an annex, to the extent that this does not conflict with the rights and welfare of participants. (DAC 8.1)

xxii.   The evaluation findings are relevant to the object being evaluated and the purpose of the evaluation. The results should follow clearly from the evaluation questions and analysis of data, showing a clear line of evidence to support the conclusions. Any discrepancies between the planned and actual implementation of the object being evaluated are explained. (DAC 9.1)

xxiii. Recommendations and lessons learned are relevant, targeted to the intended users and actionable within the responsibilities of the users. Recommendations are actionable proposals and lessons learned are generalizations of conclusions applicable for wider use. (DAC 9.2)

xxiv.   This category is proposed based on a review of Oxfam's policy on gender equality (adapted from Marsha Freeman, Oxfam GB Gender Review, September 2001).

xxv.   This question assesses the extent to which "[a] thorough understanding of the different concerns, experiences, capacities and needs of women and men…shape the way we [Oxfam]…evaluate all our work." (Oxfam's policy on gender equality)

xxvi.   This question pertains to Oxfam GB's commitment to gender equity, or to "ensure the full participation and empowerment of women in all areas of our work…" as stipulated in its gender policy.

xxvii. This question is based on the Oxfam GB principle to assess its partnerships and alliances "on the basis of their commitment to gender equality," as stated in their gender policy.

Rebeccah Nelems is a Canadian senior evaluator and consultant with experience leading project, programme, policy, thematic and institutional evaluations. Her particular expertise is in the design and implementation of gender-sensitive and participatory evaluation frameworks and methodologies. Most recently, Rebeccah worked with the International Development Research Centre's (IDRC) Evaluation Unit to design and implement a corporate-level assessment framework to collate lessons learned and analyse IDRC's performance across all programmes, over a two-year period.

Having worked most extensively with IDRC, Rebeccah has also worked with a range of other non-governmental organisations, research institutions, multilateral and government agencies – including the Canadian Coalition for Global Health Research (CCGHR), the Canadian International Development Agency (CIDA), the Canadian Urban Institute (CUI), the Centre for Research on Latin America and the Caribbean (CERLAC), the First Nations University (FNU), the International Freedom of Expression eXchange (IFEX), the International Institute for Children's Rights and Development (IICRD), the International Institute for Democracy and Electoral Assistance (IDEA), the Office of the United Nations High Commissioner for Refugees (UNHCR), and the Organization of American States (OAS). With experience working in all world regions, she speaks Spanish fluently and has a Masters of Arts in Social and Political Thought from York University, Canada.

Rebecca Lee is a Canadian consultant with expertise in human rights, project management and evaluation. She has experience working with a range of evaluation methodologies. For the past two years, she was project officer and evaluation specialist for two CIDA-funded human rights projects in Southeast Asia. She has also participated in various Results-Based Management and Outcome Mapping trainings to build evaluation capacity within non-governmental organisations. During her position as an intern with IDRC's Evaluation Unit, Rebecca conducted a tracer study of participants in the International Program for Development Evaluation Training (IPDET) and provided quality assessments of evaluations commissioned by IDRC. She has experience working in the Dominican Republic, South Africa and Southeast Asia and has a Masters of Arts in Understanding and Securing Human Rights from the University of London, UK.