



OXFAM AUSTRALIA STRATEGIC PLAN

OUTCOMES REPORT

2015



OXFAM
Australia

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EXECUTIVE SUMMARY

In 2014–2015, Oxfam Australia (OAU) invested approximately \$50.3 million in programs (long-term development, advocacy and campaigns) and humanitarian responses reaching 5,236,883 women, men, girls and boys. The 2015 OAU Strategic Plan Outcomes Report summarises our contributions towards positive changes in the lives of the poorest and most marginalised people in the period between 2013 and 2015. The analysis in this report demonstrates that OAU is building the foundations for citizens to advocate to government and other decision-makers for long-term and sustainable changes to the way decisions are made and resources are allocated. Programs supported by OAU are driving positive change in government policy and practice in Australia, Indonesia, the Mekong Region, Southern Africa, Sri Lanka and Papua New Guinea (PNG). Our Gender Justice programs are contributing to increased women's leadership in the home and community and providing access for women to life saving services. In emergency situations, OAU's humanitarian responses have provided high quality life saving assistance to millions of people.

Oxfam is a rights-based organisation. We aim to support the most marginalised people, communities and their organisations to claim their rights and participate in and influence decisions that affect them. As a result of our programs, women and men have greater awareness of their rights and the skills to represent their opinions and priorities to community leaders, government and other decision-makers. OAU has supported Indigenous women across Australia to better understand informal and formal political processes. Marginalised rural communities in the Mekong Region have been made aware of their rights in the context of large scale infrastructure projects. This work lays the foundation for marginalised people to effectively influence government and private sector policy and practice to generate positive change in their lives. Oxfam's work at the local level is complemented by work with civil society organisations, networks, coalitions and alliances to effectively influence government and the private sector at sub-national, national, regional and global levels. Working with a coalition of organisations, OAU has helped generate bi-partisan political commitments to Aboriginal and Torres Strait Islander health equality. In Sri Lanka, OAU support of local alliances to lobby government has secured land titles for traditional owners. Strong and effective coalitions and alliances are a precursor for long-term policy and practice change. OAU's strategies to support civil society need to reflect the complex and often long-term nature of citizen-led change processes and be highly adaptive and responsive to context. Although a Strategic Plan Goal, influencing is usually a cross-cutting strategy that is not often captured as a program outcome. If OAU wants to analyse and learn about the effectiveness of influencing strategies we will need to increase our focus on documenting this work. OAU's role in building and brokering relationships, linking decision-makers, creating space and directly advocating is critical and also warrants greater visibility in our strategies and program documentation.

OAU has supported women to influence decision-making, assume leadership roles and to challenge and address gender-based violence largely at household and community levels. In Vietnam, women have started discussing their rights and are taking a more active role in decision-making about household financial management and agricultural production. OAU is also enabling women and men to recognise violence against women and girls as a denial of human rights. In Bangladesh, women have organised public events to speak out against discrimination and violence against women. In the Solomon Islands, community conversations have addressed gender roles, stereotypes, women and men's time use and other issues. OAU programs need to be clear about how individual and collective action and work with men, boys and masculinities can support attitude and behaviour change. At the same time, inherent risks for women in taking action must be considered. OAU supported program work at the community level is accompanied by support for the provision of life saving and quality services for survivors of violence and for women's organisations to advocate for policy and practice change. In Indonesia, national women's organisations have contributed to improved implementation of several laws, including the Domestic Violence Act and the Law of Legal Aid. OAU strategies to increase women's leadership and address gender-based violence need to be informed by analysis of the root causes of gender inequality and more intentionally engage with and support women's organisations. OAU's investment in stand-alone gender programming is relatively small and worth reviewing against our Strategic Plan commitments and aspirations. Mainstreaming remains vital but needs to be strengthened.

From 2013– 2015, OAU-supported humanitarian responses have provided life saving assistance to 3,518,363 affected people in 38 disasters across Africa, South and East Asia and the Pacific . Analysis of humanitarian responses against sector good practice and technical standards indicates that Oxfam delivered appropriate and relevant assistance. A focus on gender, child protection and vulnerable groups ensured that humanitarian responses provided assistance to the people worst affected by disasters. As part of the Syria Crisis response Oxfam provided support to Palestinian refugees from Syria as they were identified as a particularly vulnerable group. Community feedback and complaints mechanisms were used by a majority of OAU supported humanitarian responses to ensure that assistance provided was relevant to affected populations. In the Mozambique drought response, a community-based targeting approach enabled the communities themselves to choose beneficiaries mitigating the frustration of those not selected. The scale of Oxfam's response is a function of the geography and size of and number of people in an affected area, our presence and in-country capacity and the capacity of other actors. There is room for improvement within humanitarian responses in the consistent application of good practice standards. The Outcomes Report identifies

that partner capacity and contextual knowledge is crucial to the effectiveness of responses. OAU strategies need to include capacity building and provision of relevant technical expertise, including gender advisory support to integrate the Gender in Emergencies Minimum Standards.

Oxfam believes that the achievement of lasting and meaningful change requires strategies working simultaneously at multiple levels. The Outcomes Report highlights strengthened connections between Oxfam's work at a local through to a global level. Our work to address climate change is a good example of this. With extreme weather occurrences becoming more severe and frequent as a result of climate change we have worked with people, communities and their organisations to develop programs that address disaster risk reduction and climate adaptation. At sub-national and national levels, Oxfam has engaged with governments to establish policy and practice that mitigates and addresses climate change. We have increased the awareness of the general public about climate change causes and effects and helped to broker and support civil society organisation networks at national and regional levels, including the Vanuatu Climate Action Network. We have supported civil

society to participate in United Nations international talks, campaigned for the Australian government to increase its response to climate change and worked globally to build support for a binding agreement that will save us from the most harmful impacts of climate change. OAU is committed to learning from local to global programming and doing more to connect across the different levels to scale up our influence and impact. The Outcomes Report identifies substantive achievements across our program portfolio. Through connections across programs from local to global levels, understanding of context and focus on the most marginalised people, communities and their organisations, Oxfam is supporting change beyond individual outcomes towards our Strategic Plan goals.

INTRODUCTION

The OAU Strategic Plan (2014 – 2019) commits the organisation to achieving six goals to change the world.

- **GOAL 1** The right to be heard
- **GOAL 2** Gender justice
- **GOAL 3** Saving lives now and in the future
- **GOAL 4** Sustainable food
- **GOAL 5** Fair sharing of natural resources
- **GOAL 6** Finance for development

The 2015 Outcomes Report is the first assessment of OAU’s progress towards achieving our 2014-19 Strategic Plan goals. It addresses commitments in the Strategic Plan to establish measures and indicators of progress towards results and to collect relevant quantitative and qualitative data to assess our progress.

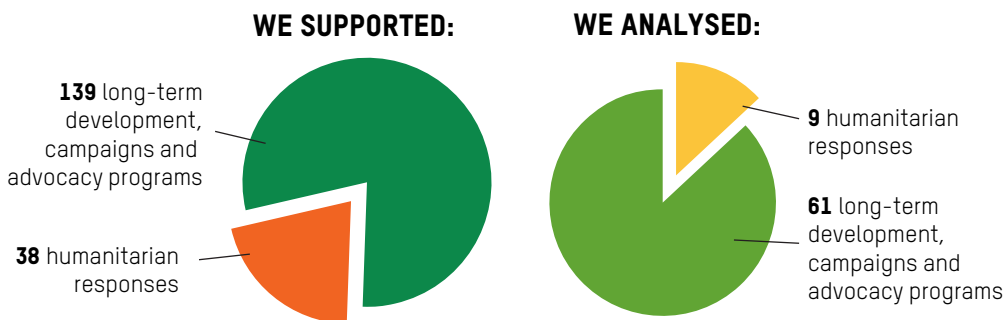
The Outcomes Report focuses on three prioritised Strategic Plan goals and five results. It provides an analysis of progress towards the outcomes that underpin each result and an assessment of the effectiveness of the strategies used to achieve these outcomes. The Outcomes Report is designed to be used by the OAU Board and Management Team to monitor the overall performance of OAU programs.

The goals and results addressed in this report are:

GOAL 1 Right to be heard	RESULT 1.2 More Aboriginal and Torres Strait Islander people will be identifying their priorities and determining how those priorities are addressed.
	RESULT 1.3 The networks, organisations and communities we work with will have more influence on the policies and practices of governments, private-sector organisations and other groups at local, national and global levels.
GOAL 2 Gender justice	RESULT 2.1 More women and women’s organisations will have decision-making roles and influence at local and national levels.
	RESULT 2.2 More women and girls will be living free of violence and the fear of violence.
GOAL 3 Saving lives	RESULT 3.3 The scale, reach and effectiveness of our responses to humanitarian crises will be increased.

This report spans OAU’s portfolio of programs and humanitarian responses internationally and in Australia from 2013–2015, with the reporting period commencing after the last OAU Annual Program Report was submitted to the Board. Biennial reports will be produced and submitted to the Board and Management Team in 2017 and 2019. The information generated by Outcomes Reports will contribute to strategy

WHERE DID WE GET OUR INFORMATION?



The 2015 Outcomes Report analysed programs across three Strategic Plan Goals and five results

and program development and inform investment decisions.

From 2013– 2015, OAU contributed to 139 programs (long-term development, advocacy and campaigns) and 38 humanitarian responses. This report includes analysis of 61 programs (44% of OAU supported programs) and nine humanitarian responses (24% of OAU supported responses).

METHODOLOGY

The analysis in this Outcomes Report is based on a review of a portfolio of programs chosen for their alignment to prioritised Strategic Plan goals and results. The prioritisation of goals and results was based on the availability of data and OAU Operational Planning priorities. The review was primarily desk-based in keeping with the agreed principle that outcome reporting align with existing programming policies and processes. Documents reviewed included program evaluations (mid and end evaluations) and annual reports to OAU. Interviews with program staff were conducted to address gaps in the program documentation.

Our analysis was guided by prioritised qualitative and quantitative questions and indicators, which were taken from monitoring, evaluation and learning frameworks that were designed for each prioritised Strategic Plan result. The monitoring, evaluation and learning (MEL) frameworks were created based on a mapping of existing program outcomes and strategies. Questions and indicators were developed through internal consultation with program staff, validation from external literature and interviews with peers and experts from the international development sector.

Five external consultants were employed to conduct the analysis of the program documentation. Each consultant drafted the report for one Strategic Plan result. Oxfam technical advisors and senior management provided feedback on the draft Outcomes Report.

There were several limitations to the Outcomes Report methodology. The quantity, quality and depth of evidence were variable across programs and the consultants' reviews were limited to the documentation available. Program evaluations are not consistently focused on assessing outcomes and the level of rigour in testing the effectiveness of program strategies is variable. A further limitation was that the Strategic Plan and the MEL frameworks were developed after most programs included in the analysis were designed. This means that program evaluations and reports do not always directly address the same questions and indicators used to guide the Outcomes Report analysis. Additionally, program evaluations often do not specifically assess how OAU contributed to outcomes.

The approach to assessing progress towards OAU Strategic Plan commitments will need to be reviewed as we

move towards the Oxfam 2020 end-state and consider what is needed to support OAU investment and programming decisions. Oxfam's approach to assessing outcomes against the Oxfam International Strategic Plan goals involves evaluations of a sample of programs from across the confederation. These evaluations will take place twice in the life of the Oxfam Strategic Plan (OSP), with the first evaluations due to be completed early in 2016. While the OSP evaluations will assess broad programming trends and effectiveness, it is unlikely they will provide a detailed analysis of outcomes given the breadth of the Oxfam portfolio. It is also likely that only a few OAU supported programs will be included in the sample for the OSP evaluations. The value to Oxfam Strategic Plan evaluations to decision-making and learning regarding the outcomes and effectiveness of OAU-supported programs is therefore uncertain.

REPORT STRUCTURE

This report presents analysis of program contributions towards each prioritised goal and result. The Summary Report provides an overview of progress towards Strategic Plan commitments for each result. The Full Report provides a more detailed analysis of the progress towards outcomes and also includes analysis of strategies used to achieve outcomes.

VALUE FOR MONEY

Oxfam Australia defines value for money as "the best use of resources to contribute to positive change in the lives of marginalised people." There are four elements to value for money:

- Economy: the cost of inputs
- Efficiency: the process of transforming inputs into outputs
- Effectiveness: the extent to which the outputs yield the desired outcomes
- Equity: ensuring that the benefits are distributed fairly

Value for money is implicit in Oxfam's development approach, our strategies, working principles and program standards and is integrated throughout the program management cycle. Over the reporting period, work has been undertaken to assess value for money at the level of program and project, develop assessment tools and guidelines and build value for money into OAU's program management procedures.

At an aggregate level, value for money is difficult to assess. Contexts, rates and costs of change vary considerably by

geography and intervention. For example, the Close the Gap Campaign commits to achieving health equality for Aboriginal and Torres Islander Peoples. It is broadly recognised that this outcome will be achieved over many years and requires long-term investment from organisations like OAU. Outcomes in humanitarian responses in contrast can be achieved in short time frames but can be expensive depending on the location of the people most affected by the disaster. This demonstrates the difficulties of comparing the economy, efficiency, effectiveness and equity of programs at an aggregate level.

Nonetheless, this report considers the four elements to value for money as identified above against each of the prioritised results. Economy is addressed through the identification of the total program investments disaggregated by region. Efficiency is addressed through beneficiary data disaggregated by region. Effectiveness is discussed throughout the report in the analysis of outcomes and associated program strategies in their respective contexts. Equity is addressed through focus on the extent to which programs reach marginalised people and are inclusive of women and girls and people living with disability.

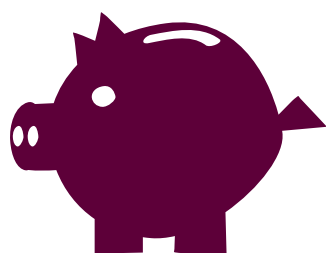
PROGRAM DATA FOR 2014-15 FINANCIAL YEAR

Direct beneficiaries are project participants who are engaged in project activities and have direct access (benefit) to the products/services of the project. This definition only includes influencing activities under very specific conditions and excludes much of Oxfam advocacy work. The humanitarian response data is presented by 'by response' rather than 'by year' for the period 2013-15.

Data for expenditure on programs (long-term development, advocacy and campaigns) and humanitarian responses are presented separately to avoid distortion. Headquarters and country office operational and overhead costs are also excluded. The data is incomplete because end of financial year data was not available from some programs and data disaggregated by gender is not always collected in humanitarian responses due to operational constraints and the nature of some humanitarian responses. Further breakdown of programs and beneficiary details by result area is presented in the result summaries and in Annex 2. Note that it is not possible to reach a total across programs for expenditure and beneficiaries by adding the numbers provided for each result area, as some programs are included in the analysis for more than one result.

PROGRAMS DATA FOR FY15

INVESTED



\$34,709,125

BENEFICIARIES



HUMANITARIAN RESPONSES FOR FY14-FY15

INVESTED



\$24,639,688

BENEFICIARIES



3,519,366

ACRONYMS	
Aboriginal and Torres Strait Islanders Peoples Program	ATSIPP
Oxfam Australia	OAU
Oxfam International	OI
Violence Against Women and Girls	VAWG
Water and Sanitation and Hygiene	WASH

PROGRAM ABBREVIATIONS	
SHORTENED NAME	LONG NAME
WASH Program in Zambia and South Africa	AACES - WASH Program in Zambia and South Africa
Labour Rights Program in Indonesia	Economic Justice - Labour Rights Program in Indonesia
Empowerment of Vulnerable Communities Program in Sri Lanka	Gender Justice - Empowerment of Vulnerable Communities Program in Sri Lanka
Gender Justice Program in Indonesia	Gender Justice - Supporting Women's Movement Program in Indonesia
EmPOWER Project in India	Gender Justice Program - EmPOWER
LISTEN Project in Pakistan	Gender Justice Program - LISTEN Project in Pakistan
Women's Economic Leadership Program in Vietnam	Lao Cai - Women's Economic Leadership Program in Vietnam
No Longer Vulnerable Program in South Africa	No Longer Vulnerable - Engendering Change Program in South Africa
Partnership for Equitable Resilience to the Impacts of Climate Change	Partnership for Equitable Resilience to the Impacts of Climate Change of the Coastal Communities in Deltas of Vietnam (PRC Project)
Sepik Women's Literacy Pilot Project	Sepik Women's Literacy Pilot Project in Yehimbole, East Sepik, Papua New Guinea
REE-CALL in Bangladesh	REE-CALL - Food Security, Resilience and Adaptation Project
WASH Program in PNG	WASH - East Sepik in PNG
Women's Economic Leadership Program in the Mekong Region	Women's Economic Leadership in ASEAN Program in the Mekong Region



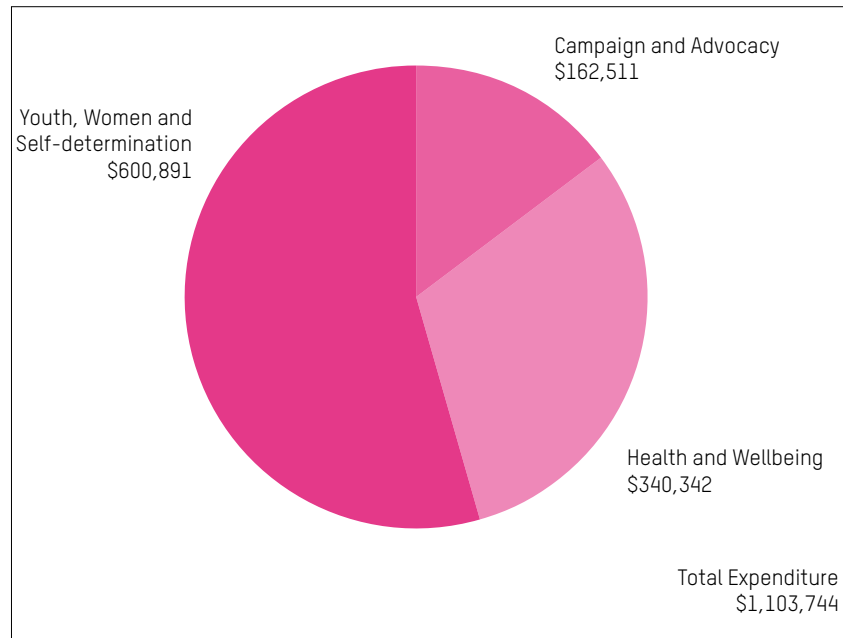
**GOAL 1:
THE RIGHT TO BE
HEARD**

OVERVIEW

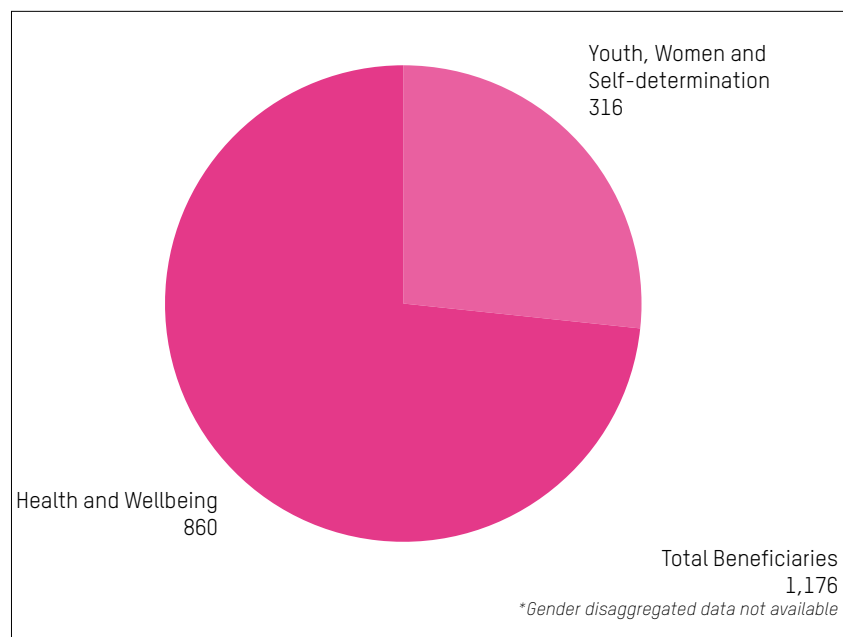
This result area covers all of the 11 programs implemented by the OAU Aboriginal and Torres Strait Islander Peoples Program, and some of the work undertaken by the Active Citizenship Unit and the Public Policy and Advocacy Unit. These programs are of varying size and scope, and span campaign and advocacy activities, long-term development and short-term partnership grants. The scope of the analysis provided under this result is limited due to the size of OAU investment and portfolio. As few programs had been evaluated during the reporting period, the analysis is predominantly based on monitoring documents and interviews with OAU staff.

The analysis below is structured around the outcomes from the monitoring and evaluation framework designed for the Aboriginal and Torres Strait Islander result. NACCHO, Children's Ground, Male Health Grants and Coalition for Aboriginal Health Equality Victoria are grouped together as one program and the budget represents all of the projects together.

Result 1.2 Aboriginal and Torres Strait Islander Peoples Program Expenditure FY15



Result 1.2 Aboriginal and Torres Strait Islander Peoples Program Direct Beneficiaries FY15



PROGRAM NAME	EXPENDITURE (FY15)	BENEFICIARIES (FY15)
Close the Gap Campaign	\$27,603	No direct beneficiaries
Coalition for Aboriginal Health Equality	\$239,440	No direct beneficiaries
National Close the Gap Day	\$114,019	No direct beneficiaries
South West Aboriginal Medical Service Healing Circles Program	\$60,208	110
Children's Ground	\$239,440	No direct beneficiaries
Fitzroy Stars	\$40,694	350
National Aboriginal Community Controlled Health Organisation Ochre Day	\$239,440	400
Straight Talk Program	\$246,699	90
Change Course Program	\$273,879	60
UN Participation Program	\$7,268	40
Diplomacy Training Program	\$79,045	80

For more information on programs data, see page 5.

OUTCOMES

Outcome 1

Aboriginal and Torres Strait Islander leaders and alliances are more effective and strongly influence government for policy and practice change (Campaigning and Advocacy).

OAU is supporting and participating in Aboriginal and Torres Strait Islander-led alliances and coalitions to influence policy and practice change. By working in these coalitions, OAU is helping to lay the foundations that will ensure that Governments have policies and practices developed in genuine partnership with Aboriginal and Torres Strait Islander communities and organisations that address disadvantage in health, and progress the attainment of human rights by Aboriginal and Torres Strait Islander Peoples.

During 2012–2015, OAU has been an active participant in the Close the Gap Campaign and the Coalition for Aboriginal Health Equality Victoria. OAU has played a leading role in mobilising support for National Close the Gap Day and has contributed significantly to the campaign coalition's advocacy. As part of the Close the Gap Campaign coalition, OAU advocacy and campaigns staff have maintained constant pressure on state and federal government to ensure that the campaign message is heard and acted upon. Through an integrated advocacy and public campaigning strategy involving policy formulation, lobbying of politicians and decision-makers, media and communication strategies and the mobilisation of hundreds of thousands of Australians, the Close the Gap Campaign has achieved some important successes.

Some of the key outcomes that have occurred during the period 2012–2015 which the campaign has contributed to include:

- Ensuring awareness of the need to improve Indigenous health has remained on the political and public agenda for the nine years since the campaign was launched.
- Engaging hundreds of thousands of Australians in the campaign each year.
- Monitoring and holding the Australian Government to account for the Australian Government's Closing the Gap Targets established in 2008.
- The development of the National Aboriginal and Torres Strait Islander Health Plan 2013–2023 (the Health Plan) and the associated Implementation Plan in partnership with Aboriginal and Torres Strait Islander people, establishing a benchmark to hold decision-makers to account.

- Production of annual progress reports, which assess the Australian Government's progress against its implementation of the Statement of Intent commitments. The Statement of Intent is the bipartisan commitment to achieve equality in health status and life expectancy between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians by the year 2030. The Close the Gap Campaign Steering Committee's progress report is the campaign's Shadow Report that is released at the same time as the progress report made by the Prime Minister to the Federal Parliament each year.

OAU has made a significant contribution to raising awareness, mobilising the community, holding the government to account and to the Shadow Report process.

In parallel to its contributions to building stronger and more effective coalitions to influence the government, OAU has employed a strategy to facilitate growth in public support and engagement for tackling Aboriginal and Torres Strait Islander health issues. This has primarily been achieved through the implementation of the highly successful National Close the Gap Day, the biggest and highest profile Indigenous health event in Australia. This event includes participation from a broad spectrum of Australian society across the country, from remote Aboriginal communities to hospital, schools, community-controlled health services and company board rooms.

There has been a steady and significant increase in Australian public support, involvement and awareness of National Close the Gap Day and the Close the Gap Campaign in general. National Close the Gap Day in 2015 was the biggest and most successful since the campaign started in 2007. 1,596 registered events were held involving 199,752 participants, compared with 150,000 participants in 2014. OAU's social media strategies and hosting of Close the Gap websites have also led to increased awareness of the Close the Gap Campaign through public exposure via Facebook, Twitter and video messaging.

Outcome 2

Aboriginal and Torres Strait Islander Community Controlled Health Organisations and their innovative models have increased recognition, support, implementation and sustainability (Health and Wellbeing).

OAU's health and wellbeing program has made steady progress in assisting Aboriginal and Torres Strait Islander Community Controlled Health Organisations to articulate and share innovative health models and to having these models more broadly recognised and supported. There is also progress towards increased implementation and sustainability of culturally appropriate Aboriginal and Torres Strait Islander health models.

Between 2012–2015 OAU's Aboriginal and Torres Strait Islander Peoples Program has supported six health and wellbeing programs that are implemented by Aboriginal and Torres Strait Islander partner organisations. Each of the programs has been developed by Aboriginal and Torres Strait Islander people and is underpinned by a cultural approach to delivering health services. They primarily sit outside of mainstream health organisations and seek to provide culturally appropriate and accessible services.

There is evidence that demonstrates that some of the programs are progressing towards having their health models recognised and supported. An example is the South West Aboriginal Medical Service Healing Circles Program a group-based healing program located in the south-west of Western Australia. This program has been able to better articulate and share its innovative health and wellbeing model and partner and collaborate with different organisations. The Healing Circles have been recognised and supported by local, regional and interstate Aboriginal and Torres Strait Islander organisations and are becoming better known within mainstream organisations.

The use of an Aboriginal and community-led approach to change, coupled with support from OAU in the form of financial resources and use of the OAU brand, has also meant another organisation, Children's Ground has been recognised and supported. Children's Ground takes an Aboriginal-led intergenerational approach to delivering health, education, economic and community development programs and services in West Arnhem Land. Partnering with OAU during its inception meant that Children's Ground was able to attract other funders and now has partnerships across community, government, philanthropy and corporate Australia.

Fitzroy Stars, an Aboriginal football club in Mel-

bourne which promotes health and fitness, self-esteem and pathways to employment and education, has been also been recognised through the development of a number of key strategic partnerships. With OAU's long-term and flexible partnership, as well as capacity support, Fitzroy Stars have strengthened their governance arrangements, including updating their constitution and developing a prospectus. In addition, OAU has provided marketing support and assistance in connecting with other donors.

The innovative and culturally appropriate health models led by the South West Aboriginal Medical Service Healing Circles Program, Children's Ground and the Fitzroy Stars have all been connected into OAU advocacy work, featuring in video messaging for the Close the Gap Campaign. The models have also been shared in wider fora, such as the National Aboriginal Community Controlled Health Organisation Ochre Day which is partially funded by OAU. The event raises awareness of Aboriginal and Torres Strait Islander male health issues.

Aboriginal and Torres Strait Islander women and young people are change agents taking action at a community and regional level (Women, Youth and Self-Determination).

Women and young people who participated in OAU's Women, Youth and Self-determination programs are building their capacity and confidence to be change agents. Some women and young people are also taking action and influencing change, particularly at the local or community level.

During the period 2012-2015, the Aboriginal and Torres Strait Islander Peoples Program has supported six diverse self-determination programs for Aboriginal and Torres Strait Islander women and/or youth. These programs have been implemented either in partnership with Aboriginal and Torres Strait Islander organisations or through direct delivery by OAU.

The documentation reveals that many of these programs including the Straight Talk Program, Change Course Program, the UN Participation Program and the Diplomacy Training Program have been highly successful in building the capacity of Aboriginal and Torres Strait Islander participants to be change agents. Participants from all four programs report feeling inspired and empowered with skills to make changes in their communities, and an increase in confidence and development of a clearer direction for community change. Participants also report a

Outcome 3

better understanding of the rights of Indigenous peoples, increased advocacy skills as well as a greater understanding of how to use political processes for the benefit of Aboriginal and Torres Strait Islander communities.

There are positive signs that each of the four programs have contributed to reaching the Aboriginal and Torres Strait Islander People's Program outcomes of skills and knowledge development and networking to influence political change. Many participants from all four programs valued the opportunity to network with other indigenous people (both from Australia and overseas) as it provided the chance to discuss issues of common concern and to begin to determine solutions to issues identified. The experience of meeting with female parliamentarians in the Straight Talk Program was highly valued by participants.

It is also evident that some women and young people

who participated in the Women, Youth and Self-determination programs, are taking action and influencing change particularly at the local or community level. Examples of this are found in the Small Grants project within the Change Course Program, where a number of program participants were provided with OAU funds to initiate a program with their community. This resulted in three participants implementing health and independent living skills programs in their communities.

There is currently limited evidence to suggest that participants in OAU's Women, Youth and Self-determination programs have been making change, taking on leadership roles or influencing at regional or higher levels. However, this is not to say this is not happening. The extent to which this is occurring should be clearer following the completion of two evaluations for the Straight Talk and Change Course Programs in late 2015.

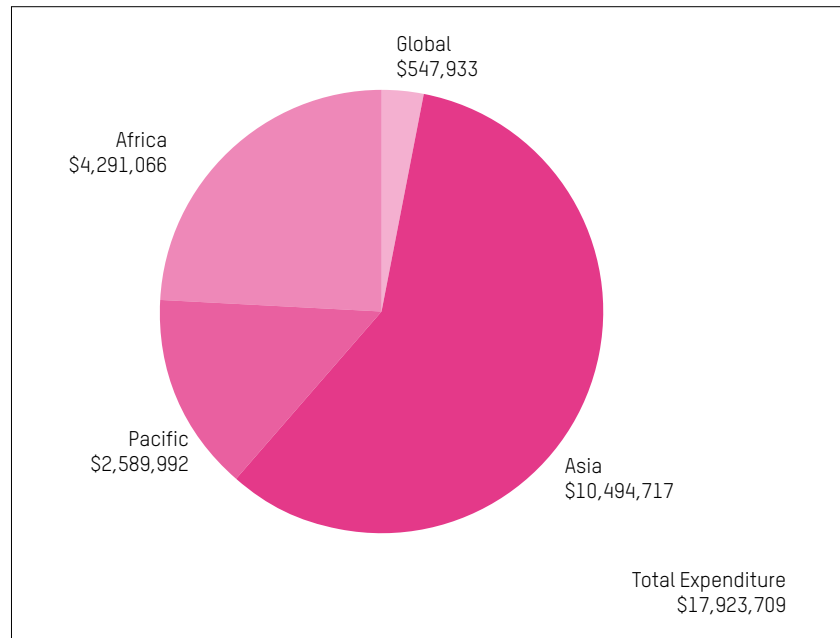
OVERVIEW

This section focuses upon analysis of the OAU Strategic Plan result, 'Networks, organisations and communities we work with will have more influence on the policies and practices of governments, private sector organisations and other groups at local, national and global levels.' This result falls under the right to be heard goal.

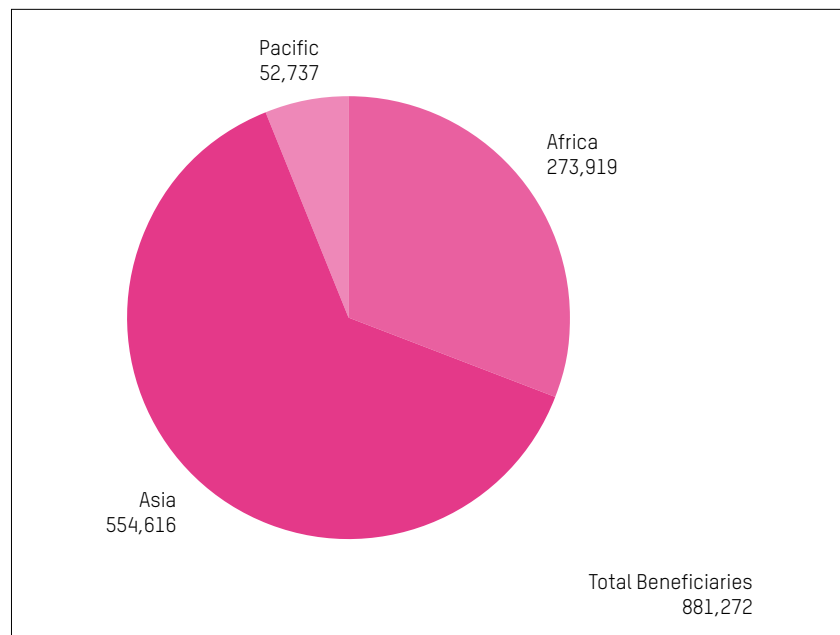
Documentation has been analysed from a sample of 22 programs from 30 that were identified as including civil society strengthening and influencing policy and practice as an outcome. The analysis includes both programs with a specific focus on strengthening civil society and programs in which strengthening civil society is integrated in program strategies. Pro-

grams analysed vary in size and the number of years that they have been implemented. Some programs have been implemented over many years while others are either relatively new or are aimed at achieving outcomes within a short period. They focus on a range of thematic areas including economic justice, food security, climate change, gender justice and water and sanitation. The analysis below is structured around the outcomes from the monitoring and evaluation framework designed for this result.

Result 1.3 Expenditure by Region FY15



Result 1.3 Direct Beneficiaries by Region FY15



PROGRAM NAME	EXPENDITURE (FY15)	BENEFICIARIES (FY15)
Economic Justice (GROW) Program	\$29,568	No direct beneficiaries
Mining Advocacy Program	\$233,283	132
Mekong Water Governance Program	\$1,883,636	9,845
Humanitarian Advocacy Program	\$30,122	No direct beneficiaries
Empowerment of Vulnerable Communities	\$3,198,160	25,000
Gender Justice Program	\$1,030,402	22,577
Indonesia Humanitarian Partnership Agreement Disaster Risk Reduction Capacity Building Program	\$147,000	Beneficiaries not available
Partnerships for Equitable Resilience to the Impacts of Climate Change	\$516,591	61,000
Building Resilience Program	\$632,157	3,006
Governance, Leadership and Accountability Program	\$1,100,109	48,165

For more information on programs data, see page 5.

OUTCOMES

Outcome 1

Decision-makers have policy and practice that better incorporates the interests and rights of marginalised people and communities at a community, sub-national, national and global level.

OAU programs have contributed to impressive policy and practice changes. Many of these achievements indicate a shift or strengthening of government or private sector commitment to a policy or practice change. While, in many cases, people and communities are not yet enjoying the benefits of these changes, it is clear that in the future the policy and practice changes that OAU programs have enabled will contribute to improving the lives of the poorest and most marginalised people.

The highly strategic advocacy efforts of the Economic Justice (GROW) Program have been successful in securing the commitment of some of Australia's biggest banks, including Westpac and National Australia Bank, to develop lending policies that better respect land rights and reflect the principles of free, prior and informed consent. Another significant success, attributed at least in part to the Mining Advocacy Program, is the endorsement of the principles of free, prior and informed consent within significant international fora such as the International Council on Mining and Metals and as a result of engagement with the Mekong Water Governance Program within the Hydropower Sustainability Assessment Protocol. In the Pacific, the Humanitarian Advocacy Program was instrumental in leading the development of a common Pacific position on the Arms Trade Treaty by facilitating strong, multi-country, multi-stakeholder alliances and agreements on a united 'Pacific position' in relation to this important issue. In Sri Lanka, the Empowerment of Vulnerable Communities Program achieved important policy change with the government enshrining and promoting the practice of eco-friendly, sustainable agriculture systems within their agriculture policy. This will ensure improved levels of extension support for poor farmers wanting to shift to more profitable, eco-friendly farming systems.

Examples of programs influencing policy and practice are more commonly observed at sub-regional level and local levels, whereby local decision-makers modify and improve governance and service delivery. Good results have been achieved at a sub-national level in Indonesia through the advocacy efforts of the Gender Justice Program. The Indonesia Gender Justice Program highlighted community intolerance of gender-based violence, resulting in reformulation and codification of highly

influential customary law across parts of Lombok.

An important observation across almost all documentation reviewed is that programs appear designed primarily to bring about policy and practice change, but are not focusing on monitoring implementation or on holding decision-makers to account. This means that OAU is not prioritising long-term assessments of the benefits experienced by the poorest and most marginalised people from policy and practice change. While in theory, civil society networks established with OAU support could — and should — monitor change, program documentation highlights that the sustainability (financial and political) of civil society networks is an issue in its own right.

Marginalised people, communities and their organisations have greater and more effective influence with decision-makers at a community, sub-national, national and global level.

Over the reporting period OAU has worked to good effect to support individuals, communities, networks and organisations to assert their rights, influence policy and practice and to affect meaningful change. In some cases national, regional and even international policy levels have been engaged and positively affected. The Mekong Water Governance Program has initiated important foundational work with marginalised peoples. The program has increased community awareness of their rights, including through strategies such as providing materials in indigenous languages or in forms suitable to people with low literacy levels. High-level research has occurred to fully understand people's livelihoods and also the likely impact of proposed developments on livelihoods. This research has then been used and presented — often by marginalised peoples — to government and other decision-makers to advocate for rights and the key findings have been incorporated into the Cambodian Government's National Strategic Development Plan 2014–2018.

Across the programs reviewed there is evidence to suggest a transition towards stronger and more specific focus being placed on supporting women's meaningful participation in activities aimed at policy and practice change. The South Africa and Indonesia country programs provide good examples of how a focus on gender justice programming can support the integration of gender throughout

Outcome 2

a program portfolio. While positive momentum and increasing sophistication can be seen in most program strategies, there appears to be a significant degree of variability in performance and reporting. When deliberate, outcome-focused strategies are in place, the performance of programs in relation to gender justice appears to be strengthened. Where gender issues are addressed through integration or mainstreaming, progress is less visible, at least in program reporting.

OAU is now placing greater emphasis on disability inclusion. In the Indonesia Humanitarian Partnership Agreement Disaster Risk Reduction Capacity Building Program community vulnerability maps now highlight the homes of people living with disability. In addition, community response plans include specific measures to support these families in the case of disasters. Measurable progress more broadly across programs in relation to disability is varied. This can be explained in part by the majority of projects having no specific emphasis on or accountability for disability within their program designs.

Across the programs reviewed there is evidence that OAU is contributing to stronger and more effective civil society organisations. OAU support helps civil society better understand, position and affect decision-making mechanisms. In turn, civil society organisations are increasingly recognised by decision-makers as having a legitimate role to play in representing marginalised groups. The approach to engaging with and supporting civil society organisations is informed by detailed context analysis usually done in collaboration with stakeholders. Accordingly, strategies used by programs to support civil society organisations vary across contexts. In Vietnam, the Partnerships for Equitable Resilience to the Impacts of Climate Change Program works with quasi-governmental organisations, while in Indonesia OAU works with a range of national and community-based organisations. In each case, there is evidence to indicate that OAU programs are increasing or in some cases opening new spaces for the voices of marginalised groups to be heard and influence policy and practice change.

It is the ambition of OAU programs to reflect the needs of marginalised peoples and to give them voice and influence. However, it is common especially within newer program areas for there to be limited visibility of marginalised people actively participating beyond the local level. Nonetheless, in most of these cases, strong foundational work is being done to ensure marginalised peoples have the knowledge, skills, structures and strategies to be able to assert their rights with decision-makers.

Alliances of civil society organisations are stronger and more effective, focused on influencing policy and practice change.

Analysis across program documentation suggests that the influence of alliances is significantly strengthened where OAU support is clearly defined and resourced. In Sri Lanka, the Empowerment of Vulnerable Communities Program has supported the People's Alliance for the Right to Land to successfully lobby government to return ancestral land to title owners. Where programs are supporting civil society alliances the approach is nuanced and aimed at adding value rather than assuming the responsibilities of local actors.

Oxfam is also well positioned to link alliances into broader regional and global alliances, as demonstrated through a range of work such as the engagement of the Humanitarian Advocacy Program in the Pacific Arms Trade Treaty and Mining Advocacy Program work. However, it is difficult to reach any firm conclusions on the capacity, health and long-term sustainability of civil society alliances, since reporting focuses on objectives of a current program, which inevitably reflect existing but not future capacity of alliances to influence.

Strategies used by OAU-supported programs to support civil society alliances include awareness raising, information sharing, power analyses, facilitating linkages and relationships with authorities and strategic planning. Programs in Vanuatu, including the Building Resilience and Governance, Leadership and Accountability Programs are investing significantly in strengthening the capacity of civil society networks and alliances and are demonstrating early but promising outcomes.

The image features two stylized human figures. The figure on the left is entirely teal. The figure on the right is split vertically: the left half is teal and the right half is green. The text 'GOAL 2: GENDER JUSTICE' is overlaid in white, bold, sans-serif font across the middle of the figures.

**GOAL 2: GENDER
JUSTICE**

GENDER JUSTICE

RESULT 2.1: WOMEN'S LEADERSHIP

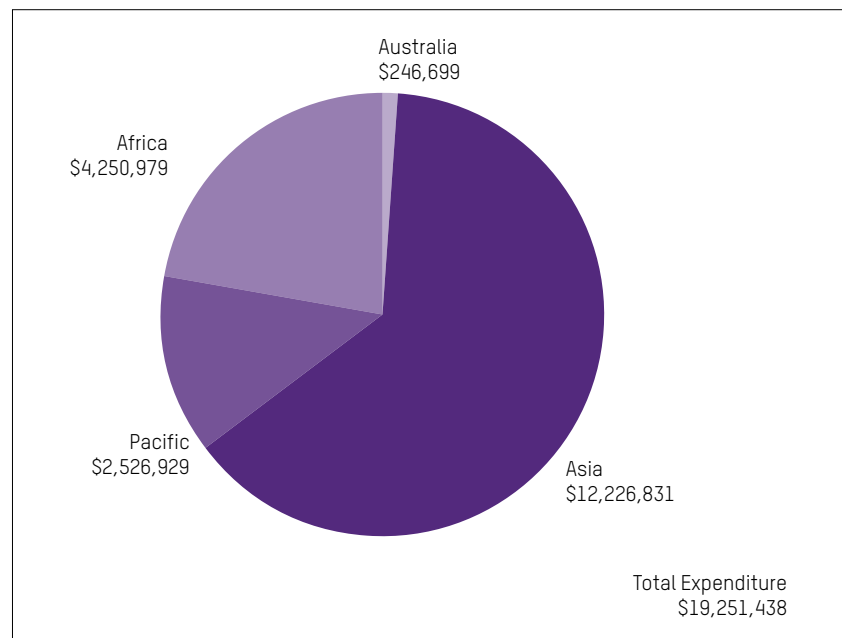
OVERVIEW

This section focuses upon analysis of the OAU Strategic Plan result, 'More women and women's organisations will have decision-making roles and influence at local and national levels.' This result falls under the gender justice goal.

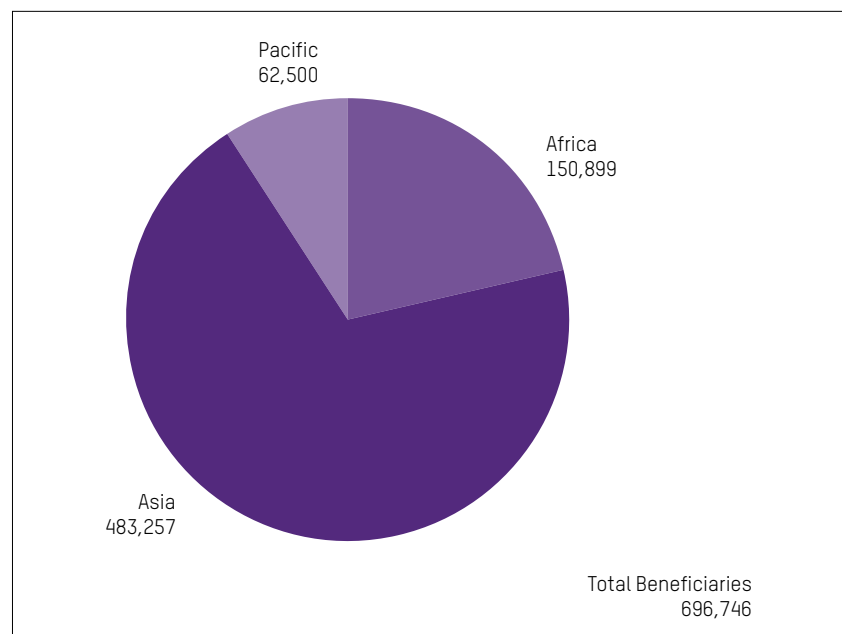
Documentation has been analysed from a sample of 20 programs out of 22 that were identified as addressing women's leadership. The analysis includes eight programs that have an explicit focus on women's leadership and others which integrate women's leadership into thematic program strategies. Programs analysed vary in scope, size, geographic location and the number of years they have been imple-

mented. They focus on a range of thematic areas including, women's literacy, women's economic leadership, water, sanitation and hygiene, labour rights, climate change, food security and health. The analysis below is structured around the outcomes framework designed for women's leadership.

Result 2.1 Expenditure by Region FY15



Result 2.1 Direct Beneficiaries by Region FY15



PROGRAM NAME	EXPENDITURE (FY15)	BENEFICIARIES (FY15)
Gender Justice Program	\$1,030,402	22,577
Women's Economic Leadership Program	\$54,066	1,572
Gender and Transformative Leadership Program	\$262,190	30,629
Empowerment of Vulnerable Communities Program	\$2,681,143	25,000
REE-CALL	\$291,865	47,740
WASH Program	\$1,434,129	52,000
Mekong Regional Gender Program	\$165,339	Beneficiaries not available
Sepik Women's Literacy Pilot Project	Did not incur expenditure in FY15	279
Labour Rights	\$382,792	57,565
LISTEN Program	\$349,610	1,200
Rights in Crisis Program	\$922,539	3,769

For more information on programs data, see page 5.

Outcome 1

OUTCOMES

Women leaders will have decision-making roles and are influencing decision-making that impacts on their lives and society at a household, community, sub-national and national levels.

OAU programs have contributed to increased women's leadership. Importantly, these changes are mostly at the household and local community levels, and primarily demonstrated through women's increased participation in public space, including as activists and community leaders, and increased participation in household and community decision-making. For example, the Gender Justice Program in Indonesia enables women to take part in public activities, decision-making processes, and leadership roles in targeted communities. In addition, participants of the Women's Economic Leadership Program in Vietnam are increasingly discussing their rights and making decisions on matters from household financial management to agricultural production. Participants have also demonstrated leadership by becoming pioneers through applying new agricultural techniques and knowledge and influencing and assisting others to get involved in the program. Beneficiaries of the Gender and Transformative Leadership Program in Bangladesh have organised marches in their villages to speak out about gender inequality, violence and discrimination. Similarly, beneficiaries of the Empowerment of Vulnerable Communities Program in Sri Lanka are participating in community leadership by advocating for their rights and the rights of women more broadly, including leading advocacy activities to access services and supporting victims of gender-based violence to interact with the justice system.

While less common, there are also examples of increases in the number of women occupying formal leadership positions. A number of women beneficiaries of REE-CALL in Bangladesh have taken up leadership positions in local government. In addition, the WASH Program in Zimbabwe and South Africa has seen eight women elected onto Ward Development Committees, now making up just over 25% of committee members; and one of the 20 women that was trained in construction was elected Chairperson of a World Bank funded project a number of women in Myanmar contested the municipal elections, including one woman from the steering committee of the women's organisation network.

Oxfam's programs are also contributing to increases in women's confidence and capacity to lead. These changes provide an important basis for facilitating women leaders to secure decision-making roles and influence decision-making. There is also progress towards women occupying more informal and formal leadership positions. With a few exceptions, increases

in women's leadership appear to have occurred almost entirely at the household and local community levels.

Women's increased confidence is the most commonly cited outcome across the programs reviewed. Self-confidence in relation to personal transformation in how the participants see themselves is reported frequently. The Sepik Women's Literacy Pilot Project in PNG, for example, reports that students were proud of themselves and had increased self-respect due to their increased capacity to support their families with their new skills. Confidence in relation to women's readiness to lead is also commonly reported as a key enabling factor driving women's increased participation in leadership.

The Women's Economic Leadership Program in Vietnam reports that increased confidence has enabled women to assert their rights within their families and the Gender Justice Program in Indonesia reports that increased confidence has led to women taking on leadership roles in bringing services to their communities.

Around one third of programs also demonstrate that they have enhanced women's capacity to lead through building their capability, knowledge and skills in a range of areas. This includes understanding and awareness of gender issues and women's rights; problem solving, decision-making, governance and accountability; and advocacy, lobbying and public speaking. Programs demonstrating contributions towards women's capacities to lead include the Labour Rights and the Gender Justice Programs in Indonesia and the Mekong Regional Gender Program.

Changes in attitudes about women's leadership are difficult to measure but surveys under the Gender Justice Program in Indonesia found an increase in acceptance of women's leadership among most men who participated in training under the program. In addition, women participants of the facilitated spouse sessions through the Gender and Transformative Leadership Program in Bangladesh reported that their spouses are more supportive and "allow them" to attend the women's groups; assist with chores; and consider their opinions on household decisions. In other programs, men have demonstrated their increased acceptance of women's leadership through supporting and participating in events organised by women leaders. This includes a huge turnout of men and boys to a rally to commemorate the 16 days of activism global campaign against gender-based violence organised by women through the LISTEN Program in Pakistan.

The most significant potential effects of increased women's leadership are positive changes to gender

Outcome 2

dynamics and increased women's rights. Women beneficiaries of a range of programs are reporting increased support from their husbands to participate in community and leadership activities and the potential results of this include women increasingly participating in public space; in doing so they are challenging traditional ideas that restrict women's public appearances and mobility. Increased confidence, improved leadership capacity and greater access to public space are enabling women to become change makers in their communities and advocate for their rights. As a result, the programs highlight numerous examples of women leading a range of activities to drive change in their communities and claim their rights, including leading rallies; monitoring, and working with decision-makers; awareness raising activities; and building community accountability. The Gender Justice Program in Indonesia provides a notable example of women affecting change in their communities through their increased leadership. The program aims to enable women and the women's movement to influence decisions that impact on their lives and societies.

Decision-makers have policy and practice that better supports the realisation of women's rights.

Numerous programs demonstrate success in strengthening connections between government and the community, which has led to decision-makers adopting a more inclusive approach to decision-making and increasing their acceptance of women's leadership.

Some programs made notable progress in increasing women's rights through policy change. For example, Oxfam, in collaboration with partners of the Rights in Crisis Program in Indonesia developed a draft policy of gender mainstreaming disaster risk management, which is being reviewed by the National Disaster Management Agency. In addition, advocacy efforts of the Women's Economic Leadership Program in Vietnam have resulted in the integration of the Women's Economic Leadership approach into socio-economic development programs at the district and provincial levels.

OAU and its partners are the main drivers behind the change in most programs. The LISTEN Program in Pakistan provides an example of women using their increased confidence and capacity to influence policy change. In the program, Women's Leaders Groups campaigned heavily on banning child marriages in Punjab, including through meeting elected representatives, interactive theatre and media campaigns. In 2014 a resolution was passed to ban child marriages, and the efforts of Women's Leaders Groups formed part of the public

pressure that created the context for this change.

Two programs report success in achieving localised policy change that engaged stakeholders who will be involved in implementing the change. The Labour Rights Program in Indonesia program ensured that women were equally represented on the National Committee on Freedom of Association (FOA) and encouraged women leaders and workers to strategically integrate women's rights into the Collective Bargaining Agreement. Under the Gender Justice Program in Indonesia women's groups have been successful in influencing customary leaders to incorporate principles of non-violence and protections for women's and children's rights in local customary law.

The majority of the programs reviewed are seeing changes in governance and decision-making, linked to strengthened connections between the government and the community. Decision-makers (including government officials and customary and religious leaders) are demonstrating a more inclusive approach to decision-making and a greater acceptance of women's leadership, which has created space for women leaders to engage in policy dialogue and influence decision-making. For example, the Gender and Transformative Leadership Program in Bangladesh reported that intensive engagement with different local government structures resulted in increased acceptance and participation of women leaders, and improved collaboration of different line agencies with women leaders resulted in increased access to services for women.

Despite apparent progress, it is important to note that evidence of attitudinal or behaviour change was largely anecdotal and at the individual or group level. There is insufficient evidence, however, to conclude that these changes lead to changes in practice that would support women's leadership, especially beyond the individuals and groups involved.

Women's organisations, coalitions and women's movements are influencing community, sub-national, national and international policy and practice that affect the lives of women.

Oxfam is working to strengthen the women's movement in a range of ways and at a number of levels. The Women's Economic Leadership Program in the Mekong region, for example, undertakes participatory capacity building initiatives with women's rights organisations to build partners' knowledge on women's economic leadership and empowerment. The program is playing an important role in building a network of informed organisations

Outcome 3

working strategically and jointly for women's economic leadership and empowerment to strengthen women's rights in the ASEAN context. In addition, the Indonesia Gender Justice Program worked through the national women's movement to organise women to influence decision-making in areas that affect their lives. The program strengthened women's networks (mostly at the local and provincial levels), increased women's participation in decision-making and increased women's access to and ability to influence government, customary, and religious institutions.

The Mekong Regional Gender Program is strengthening the women's movement through establishing and supporting women's networks. The program has formed three networks of women leaders; provided training on issues such as leadership, gender roles outreach and advocacy; and provided

space for all members to meet, exchange information, resources and discuss challenges. These networks are aimed at supporting the mobilisation of a greater critical mass of women leaders, and building a support network.

Finally, a number of programs have been creating and/or strengthening community based organisations, which can provide an important basis for women's organisations, coalitions and movements to influence policy. In the case of REE-CALL in Bangladesh more than 90% of the community-based organisations involved in the program are led by women. The formation of community based organisations in Bangladesh has been a great initial step in itself to building the women's movement as these organisations have already yielded an organised approach and voice.

GENDER JUSTICE

RESULT 2.2: VIOLENCE AGAINST WOMEN AND GIRLS

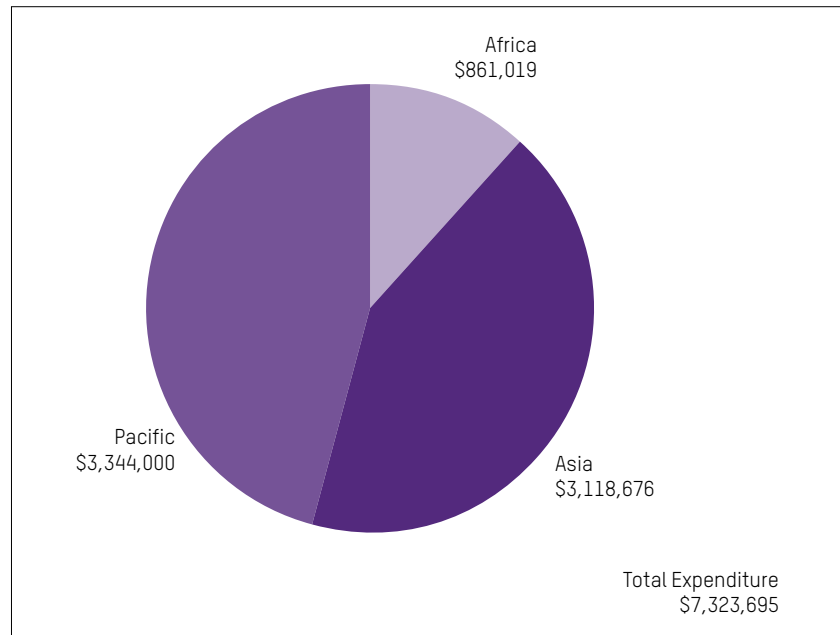
OVERVIEW

This section focuses upon the analysis of the OAU Strategic Plan result, 'More women and girls will be living free of violence and the fear of violence.' This result falls under the gender justice goal.

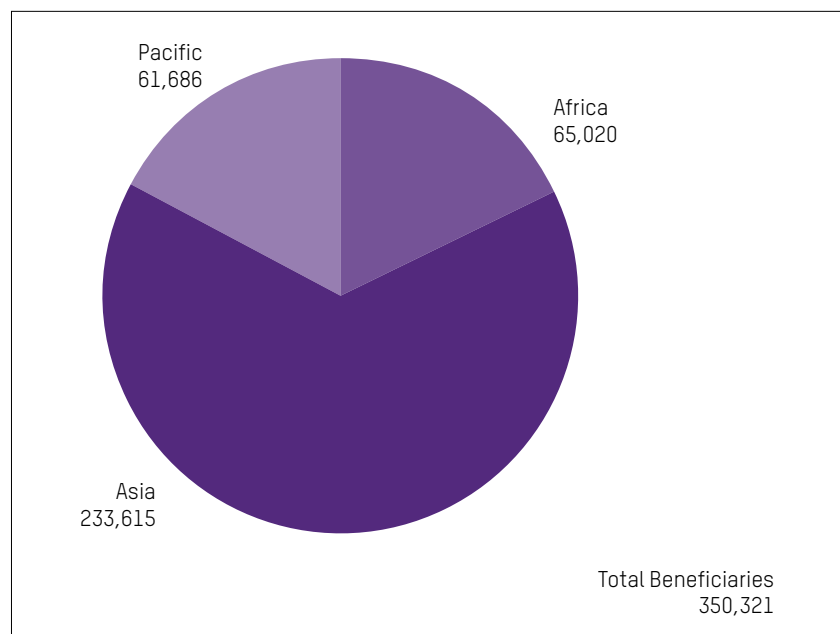
Documentation has been analysed from nine programs supported by OAU that address violence against women and girls (VAWG). The analysis includes four programs that have an explicit focus on VAWG and five programs that integrate VAWG activities into thematic program strategies.

The programs that have been analysed span across seven countries and vary in size, scope and stage of implementation. The analysis presented is based on a smaller sample size than the other results due to the smaller VAWG programming portfolio. Notably, evaluation reports were only available for two programs, both of which integrated VAWG into wider program strategies. The analysis below is structured around the outcomes from the monitoring and evaluation framework designed for the Violence Against Women result.

Result 2.2 Expenditure by Region FY15



Result 2.2 Direct Beneficiaries by Region FY15



PROGRAM NAME	EXPENDITURE (FY15)	BENEFICIARIES (FY15)
PNG Ending Violence Against Women Program	\$2,180,880	60,000
Gender and Transformative Leadership Program	\$262,190	30,629
EmPOWER Program	\$935,282	122,669
REE-CALL Program	\$291,865	47,740
Standing Together Against Violence Program	\$662,771	1,566
Gender Justice Program	\$1,030,402	22,577
Empowerment of Vulnerable Communities Program	\$598,938	25,000
Securing Rights Program	\$861,019	65,020

For more information on programs data, see page 5.

OUTCOMES

Outcome 1

Women and girls are experiencing greater safety in the household and community and a reduction in the incidence of violence.

All programs are making significant effort to raise awareness of VAWG and some degree of change is being achieved, particularly in terms of increased community response to and reduced acceptance of VAWG.

Some programs are reaching large numbers of people through awareness-raising activities. The PNG Ending Violence Against Women Program mentions reaching 17,615 men and boys, the Bangladesh Gender and Transformative Leadership Program recruited 15,171 'Change Makers' in 2013-2014 and the EmPOWER Program in India had reached 582,465 individuals in the year to June 2015.

Some evidence was found of increased readiness of men and boys to speak up against VAWG, which can be an indicator of attitude change. Examples include men becoming 'Change Makers' in the We Can campaign in the India Gender Justice EmPOWER Program and in programs in Bangladesh such as REE-CALL and the Gender and Transformative Leadership Program. The Solomon Islands Standing Together Against Violence Program indicates that one of the most powerful changes the program has achieved is in changing men's attitudes. A few programs facilitate men to challenge and re-imagine masculinities. This includes the Indonesia Gender Justice Program that promotes the concept of 'new men' which involves men advocating for gender equality in domestic and community spaces, changing abusive behaviour and supporting women to participate in decision-making and economic activity. Reports from the Solomon Islands Standing Together Against Violence Program highlight reflections from participants that indicate powerful insights gained through positive parenting activities. Some evidence exists of men choosing not to inflict violence. A Bangladesh REE-CALL Program report refers to men restraining themselves from VAWG and the West India Gender Program reports a man changing his behaviour from beating his wife and children every day after women in the community took action, and that other men observed his case and changed their own violent behaviour in response.

It should be noted that the path to change is not easy. A man participating in Solomon Islands Standing Together Against Violence Program is reported saying

that his involvement in the program over two years had resulted in significant change in his mindset towards women and his behaviour. His wife verified that he helps with housework, but not that his violent behaviour has reduced. Work with men and boys is less well defined in some programs than others. Notably, both the Sri Lanka Empowerment of Vulnerable Communities Program and the Indonesia Gender Justice Program are now taking more strategic approaches to working with men and boys.

Working to empower women and girls has proven powerful in programs that have a strong emphasis on this approach, such as the Bangladesh Gender and Transformative Leadership Program and the Sri Lanka Empowerment of Vulnerable Communities Program. Across programs women are taking on increased decision-making and leadership or having somewhat improved economic status. However, these outcomes were sometimes achieved through activities peripheral to the main program or through activities in non-VAWG components of the program. Women are taking some actions that indicate that they are becoming more empowered and have greater self-confidence. The Sri Lanka Empowerment of Vulnerable Communities Program has evidence of members taking actions to prevent and address VAWG. The Bangladesh REE-CALL Program cites examples of women taking strong collective action against VAWG.

Significant evidence exists of increased individual and community action to reduce VAWG. In several programs, including the Bangladesh REE-CALL Program, Solomon Islands Standing Together Against Violence Program and Zimbabwe Securing Rights Program, communities participate in the 16 Days of Activism against Violence against Women, which is a global campaign with rallies or public events. In the REE-CALL Program, communities have taken action to prevent child marriage. Staff of the Sri Lanka Empowerment of Vulnerable Communities Program felt community vigilant committees who monitor reports of VAWG are one of the most powerful approaches of the program. Of note, not all programs clearly define the action communities are expected to take, which is a concern given the imperative to 'do no harm'. Both the Solomon Islands Standing Together Against Violence Program and the Sri Lanka Empowerment of Vulnerable Communities Programs acknowledge a need to have guidelines to ensure community responses are appropriate.

Outcome 2

Increased access of women and girls to adequate, appropriate and quality services (formal and informal) for support to address the effects of and prevent violence.

OAU supported programs are enabling more women and girls to access quality services that prevent or address VAWG. Four programs including PNG Ending Violence Against Women Program, India EmPOWER Program, Solomon Islands Standing Together Against Violence Program and to some extent Indonesia Gender Justice Program have a focus on VAWG service provision for women and girls. All show clear outcomes in relation to access to services. Other programs do not directly support service provision and instead support a range of approaches to strengthening access to services for women and girl survivors of violence. Strategies include promoting community-based response or building accountability and stronger practice among duty-bearers.

Some programs report statistics for clients accessing services, sometimes (though not always) indicating increases in client numbers. The PNG Ending Violence Against Women Program demonstrates increased access to services for survivors. This is particularly significant in PNG where the prevalence of VAWG is high and there are few services. Some programs have enabled new or expanded services to be provided in the period assessed. This includes the Repatriation and Reintegration Fund which is an element of the PNG Ending Violence Against Women Program. In some cases, for example the Indonesia Gender Justice Program and the India EmPOWER Program, service accessibility has been strengthened, including by fostering better linkages between services and/or between services and clients. The Solomon Islands Standing Together Against Violence Program supports or accompanies clients to attend services, or brings mobile services to the community.

Across most programs effort goes into strengthening capacity of services. Change resulting from these inputs is less clearly evidenced across programs, although in some cases there are positive indications of high quality services and services meeting clients' needs, including the PNG Ending Violence Against Women Program, Solomon Islands Standing Together Against Violence Program and the Indonesia Gender Justice Program.

Interestingly, in the PNG Ending Violence Against Women Program and Solomon Islands Standing

Together Against Violence Program, significant numbers of men and boys have accessed some services. The reasons for this include that men accessed services for counselling to address their violent behaviour or crises support in cases where they were victims of sorcery related violence.

Decision-makers have policy and practice that contribute to the reduction in violence and support to survivors.

Most programs undertake extensive work to advocate for strengthened responses from duty-bearers from local to national levels. There is evidence of improvements in policy and practice among duty-bearers. Often, improved coordination between stakeholders resulted in strengthened service provision or accessibility. The India EmPOWER Program is an example of where a program has contributed to strengthened service provision. Other program work is aimed at awareness-raising linking both grassroots community and duty-bearer levels.

Examples of increased collaboration between stakeholders involved in the provision of services include Bangladesh Gender and Transformative Leadership Program, Indonesia Gender Justice Program, Solomon Islands Standing Together Against Violence Program and Sri Lanka Empowerment of Vulnerable Communities Program. In each of these programs Oxfam and partners have either linked women and communities to VAWG service providers or contributed to an increased understanding of and commitment to addressing VAWG among government agencies. An area where little change is reported is arrests of perpetrators by police. This is evident in the PNG Ending Violence Against Women Program. The Indonesia Gender Justice Program, which supports networks and alliances, cites several policy and practice improvements by various duty-bearers.

Outcome 3



**GOAL 3:
SAVING
LIVES**

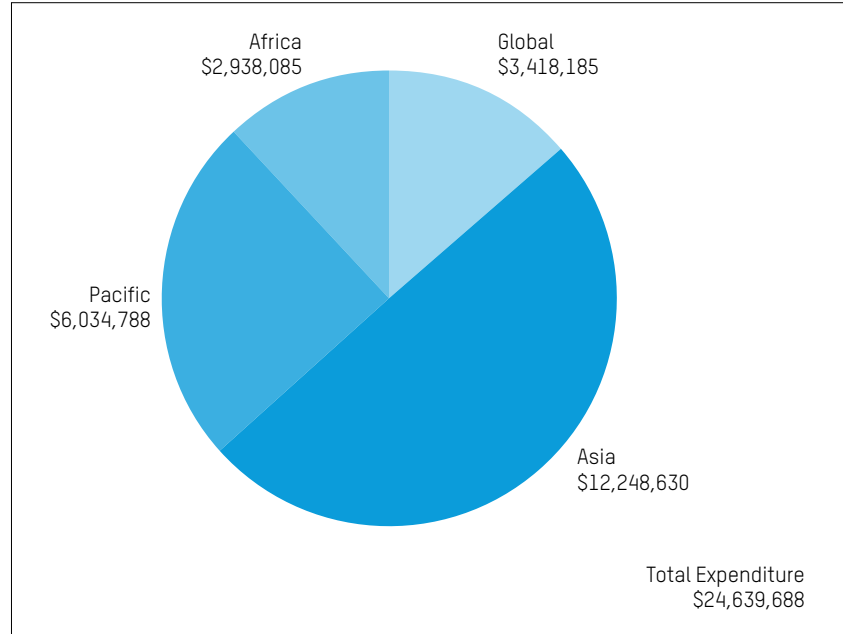
OVERVIEW

This section focuses upon analysis of the OAU Strategic Plan result, 'The scale, reach and effectiveness of our responses to humanitarian crises will be increased.' This result falls under the saving lives goal.

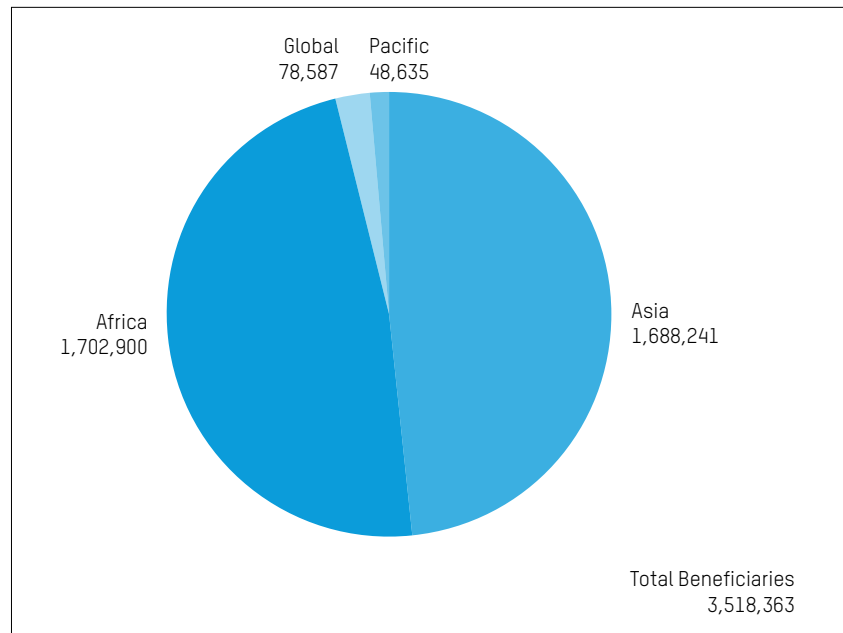
Documentation has been analysed from a sample of nine emergencies from a total of 38 emergencies that OAU responded to during the reporting period. The sample chosen represents a spread of different Oxfam affiliates and their contributions as well as response location, complexity and the scale and severity of disasters. Consistent with our work as One Oxfam in humanitarian response, the analysis examines whole-of-response evidence, without

distinguishing OAU's specific contribution. In the sample, OAU made financial contributions to all responses, was the lead affiliate in two responses (Sepik floods in PNG and Solomon Islands floods) and deployed staff or provided technical input for eight responses (Sepik floods in PNG, Solomon Islands floods, Typhoon Haiyan in the Philippines, the Assam conflict in India, the Syria crisis, Cyclone Phailin in India, Cyclone Evan in Samoa, and the Mozambique drought). The responses to Cyclone Pam and the Nepal earthquake are not included in the sample as evaluation data was not yet available. The analysis below is structured around the outcomes from the monitoring and evaluation template designed for this result.

Result 3.3 Humanitarian Response Expenditure by Region FY15



Result 3.3 Humanitarian Response Direct Beneficiaries by Region FY15



RESPONSE NAME	EXPENDITURE (FY15)	BENEFICIARIES (FY15)
Cyclone Evan Response	Not available	2,400
Solomon Islands Floods Response	\$550,294	8,639
Sepik Flood Response	Not available	9,004
Typhoon Haiyan Response	\$4,362,818	903,872
Mozambique Drought Response	Not available	5,083
Ebola Crisis Response	\$1,587,339	805,613
Assam Conflict Response	Not available	45,500
Cyclone Phailin Response	Not available	66,774
Syria Crisis Response	\$997,978	18,690

For more information on programs data, see page 5.

OUTCOMES

Outcome 1

A minimum of 10% to 20% of the population affected by an emergency situation are reached in emergency responses.

Three Oxfam emergency responses reached more than 10% of the affected population and, for most of the responses analysed, the proportion of people reached was considered appropriate to the context. The responses that reached more than 10% of the affected population were in small Pacific countries with low overall populations: the Cyclone Evan in Samoa response reached 19%, the Solomon Islands Flood response reached 35% and the Sepik flood in PNG response reached 53% of affected people. Only two responses – Typhoon Haiyan in the Philippines and the Mozambique Drought response – reached well under the 10% benchmark at around 5% of affected people. In both cases, the scale was considered appropriate given contextual factors such as logistical challenges, the extent of the disasters, the resources at Oxfam’s disposal and gaps in the responses.

Outcome 2

Those worst affected, most vulnerable and in greatest need during emergency situations are targeted.

Targeting the worst affected and most vulnerable during emergency situations involves focusing on the needs of affected populations and ensuring agreed sector standards for meeting the needs of vulnerable people are integrated into responses.

The needs of affected people in all disasters included WASH services and/or food security and livelihoods assistance. All responses invested in at least one of these focus areas and most also incorporated additional focus areas. Four responses invested in emergency shelter, three included a focus on protection, and one, the Ebola Crisis in West Africa, included health infrastructure rehabilitation and safe burial practices. Notably, all responses except the Assam Conflict in India) invested resources in advocacy, reflecting Oxfam’s focus on influencing. This mostly took the form of lobbying key response agencies, particularly government, to meet international humanitarian standards.

Cross-cutting issues related to gender justice,

disability inclusion and child protection must be considered in ensuring responses reach those most vulnerable and in greatest need. Most responses incorporated aspects of at least two Oxfam standards related to gender justice, disability inclusion and child protection and one third of responses incorporated all three standards. Aspects of Oxfam’s gender in emergencies standards were particularly evident in the Solomon Islands flood, Typhoon Haiyan in the Philippines and Assam Conflict in India responses. These responses utilised gender analysis to inform response design and implementation, conducted gender training for staff and partners and ensured gender balance of response teams. Incorporation of child protection and disability inclusion principles is evident in two thirds of responses, through measures such as capacity building in establishing mechanisms for reporting child protection issues and training staff in disability inclusion prior to distribution activities. There was only one example of principles being breached: in the Ebola Crisis in West Africa response, a number of hand dug wells were left uncompleted in schools and presented danger to children on the premises. It is important to note that child protection and disability inclusion standards are OAU-specific. OAU is leading the confederation in the application of these standards, although they are not currently agreed Oxfam International minimum standards.

Emergency responses are timely, incorporate relevant standards, involve affected communities and are appropriate to local needs, context and Oxfam remit.

Oxfam’s emergency responses aim to demonstrate effectiveness based on timeliness, compliance with internal and external standards (related to technical aspects of responses), involvement of affected communities and appropriateness in terms of local needs and context and Oxfam remit.

Responses were considered timely by beneficiaries and other stakeholders, despite delays to initial assessments and the commencement of assistance. For example, underestimation of the scale of Typhoon Haiyan in the Philippines caused delays in the response, but the documentation notes that

Outcome 3

communities regarded Oxfam's response as timely. Delays were otherwise due to staffing issues, logistics around supplies, uncertainty about funding and security issues, although in several cases, these factors were beyond Oxfam's control. In the Assam Conflict in India, Oxfam was unable to reach the affected area due to security issues and strikes.

Almost all responses integrated relevant Oxfam and international technical minimum standards to some extent. WASH and food security/ livelihoods specialists were available in two thirds of the responses and in half of responses Oxfam engaged with partners to deliver assistance. Oxfam's activities also focused heavily on building the capacity of staff and partners, with two thirds of the responses containing a training or capacity-building component. However, in the Mozambique Drought and Cyclone Phailin in India responses in-house capacity was highlighted as a challenge to incorporating technical standards. Responses did not always manage to achieve full compliance with standards; this typically related to the number, availability or accessibility of WASH facilities.

Five responses incorporated at least two formal mechanisms for eliciting feedback/ complaints from communities and all responses displayed evidence of community participation/ consultation. The most common feedback/ complaint method applied was community meetings, followed by phone lines and independent complaints personnel. Importantly, lack of awareness of mechanisms among communities emerged as an issue in four responses. In two responses there is evidence that communities informed the design of the response. In most cases community participation and consultation was most evident in the form of monitoring and evaluation of responses. The Assam Conflict in India response integrated joint decision-making (with communities), which informed changes to the construction of latrines. The Mozambique Drought response employed a

community-based targeting approach where the communities themselves chose beneficiaries. This mitigated frustration by those not selected.

All responses take people's specific protection needs into account based on their vulnerability to particular threats (for example, protection of children against neglect, abuse or exploitation). The responses reviewed integrated these issues to varying degrees. Oxfam's successful integration of the needs of the most vulnerable is strongly reflected in the Syria Crisis response in Lebanon. Oxfam initially focused on providing materials to Palestinian Syrians to enable them to survive the winter. At a later date the response worked to build up multi-sectoral programs that targeted vulnerable groups through initiatives such as a project that provided cash grants for rent to targeted refugees who had exhausted their own resources. Protection personnel were also deployed to ensure protection assessments were conducted and a protection strategy was developed to address the needs of the most vulnerable through referrals to specialist organisations.

Overall, Oxfam's responses are appropriate to needs, Oxfam remit and context. The documentation across all responses indicates that WASH and food security and livelihoods activities are central to Oxfam's responses and thus align with Oxfam's remit. In all cases, the sectoral themes and other issues that Oxfam focused on, such as advocacy, were also relevant to affected populations' needs and several responses were adjusted as needs changed over time. In the Solomon Islands Flood response, for example, Oxfam addressed a gap in management of camps for internally displaced people and subsequently coordinated response-wide protection monitoring. In addition, the response did not incorporate WASH activities because Oxfam recognised that another international organisation was better-placed to meet those needs.

Cover image: Voluntary members of the Oxfam water and sanitation committee, Jamam refugee camp, South Sudan.
Photo: John Ferguson

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