OXFAM'S GLOBAL LEADERS EMPOWERED TO ALLEVIATE POVERTY (LEAP)

EVALUATION – FINAL REPORT

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OXFAM
America

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As a rights-based organization, accountability, particularly to the communities we seek to serve, is of the highest importance to us. For Oxfam, accountability requires Oxfam to regularly and honestly assess the quality of its work, share and learn from its findings with primary stakeholders, and apply that learning in future work.

This is an evaluation of Oxfam America's LEAP project. The program has been operating across 27 initiatives in numerous countries and this evaluation covers the work undertaken between 2011 and 2014.

The major evaluation activities took place between June to October 2014. The evaluation was carried out by OwlRE through a competitive process and reflects the findings as reported by them as validated with stakeholders. The evaluation was managed and commissioned by Chris Stalker, Manager Monitoring Evaluation & Learning, Campaigns & Advocacy, Oxfam America.

For additional information regarding the evaluation Terms of Reference, please refer to the report appendices.

Oxfam's Global Leaders Empowered to Alleviate Poverty (LEAP)

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Glossary of Abbreviations

Apdev	Africa Platform for Development Effectiveness
AU	African Union
BISAM	Brazil, India, South Africa and Mexico
BRICSAM	Brazil, Russia, India, China, South Africa and Mexico
CFS	Committee on World Food Security
CS	Civil Society
CSOs	Civil Society Organizations
ECSN	Empowering CSO Networks in an Unequal, Multipolar World
EU	European Union
FtF	Feed the Future
FTT	Financial Transaction Tax
FY	Fiscal Year
GAFSP	Global Agriculture and Food Security Program
GNI	Gross National Income
GPEDC	Global Partnership for Effective Development Cooperation
HLF	High Level Fora
HLFAE	High Level Forum on Aid Effectiveness
IATI	International Aid Transparency Initiative
IFF	Illicit Financial Flows
IO	Intermón Oxfam
LC	Leadership Council
LEAP	Global Leaders Empowered to Alleviate Poverty
MCC	Millennium Challenge Corporation
MDGs	Millennium Development Goals
MEL	Monitoring, Evaluation and Learning
MEP	Member of the European Parliament
MFAN	Modernizing Foreign Assistance Network
MFF	Multi-annual Financial Framework (EU)
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
ODA	Overseas Development Assistance
OECD	Organization for Economic Co-operation and Development
OI	Oxfam International
OGB	Oxfam Great Britain
PA	Pan African
PAP	Pan African Programme
PEPFAR	President's Emergency Plan for AIDS Relief
SGSMAD	Social Good Summit Madrid
PFC	Private for Profit Contractor
UN	United Nations
USAID	United States Agency for International Development
WEF	World Economic Forum
WIN	Worldwide Influencing Network

Executive Summary

This report is an evaluation of Oxfam's Global Leaders Empowered to Alleviate Poverty (LEAP) project. The aim of this evaluation was to contribute to Oxfam's learning in two areas: Oxfam's relative contributions to specific policy advocacy outcomes, and to understand how Oxfam's linking of national and global advocacy for policy change has yielded measureable added value. The evaluation covered the first three years of the four-year project, from June 2011 to June 2014. Funded through a grant of US $15.75 million from the Bill and Melinda Gates Foundation, the aim of LEAP is to promote political leadership for global development. Support for some 27 initiatives is provided for three distinct strands across the Oxfam confederation.

Given that LEAP is a broad project in terms of geographic reach and involvement of Oxfam affiliates and offices, the evaluation investigated in-depth selected initiatives for five case studies, while providing a broad picture of overall progress. Eight consultants worked for a total of three months to conduct the evaluation. Interviews were conducted with 50 Oxfam staff and 87 external stakeholders, mainly from Brazil, France, Spain, South Africa and USA, in addition to the Pan African and European Union (EU) institutions. This was complemented by additional research in Haiti, India and Mexico.

Findings

LEAP has enabled Oxfam to make significant contributions to policies in favor of poverty reduction and enhancing global development. These achievements were facilitated by LEAP's support to substantially increase Oxfam's advocacy capacity in the South despite the challenging economic and political environments.

These findings are supported by the 20 policy outcomes and/or steps identified by this evaluation as where Oxfam had influence (detailed in Annex Two).

Strand I - Improving and making the case for aid to fight hunger and poverty

- **Most progress seen on EU, French and Pan Africa aid policies**
  Significance of change: Changes in EU influential on aid policy for six-year budget cycle and potentially long-term on tax issues; changes in France sets long-term standards/policies but could be overturned by future governments; changes in Africa are long-term and potentially significant dependent upon implementation.

Oxfam and its coalition partners have made some significant achievements through LEAP to defend and maintain current EU aid budgets, notably on budget support, the development cooperation budget and influencing the decision to introduce a Financial Transaction Tax (FTT). In Spain, the focus of LEAP was on increasing public awareness on development aid and putting pressure on the government not to decrease it further through creative tactics and creating a new supporter group estimated to be in the hundreds of thousands. In France, LEAP has enabled Oxfam to reinforce its position as a key reference point on development aid and to accelerate several key policy outcomes, such as the implementation of the International Aid Transparency Initiative and an FTT, even if symbolic at this stage. In Japan, through LEAP, Oxfam and its civil society (CS) partners have increased their advocacy and coalition-building with some incremental progress seen. At the Pan African (PA)

> Oxfam has access to ministers and their staff and an understanding of the political context that gave us opportunities to influence"
> CSO France

level, LEAP has enabled Oxfam to be instrumental in increasing the voice of the African CS by strengthening their capacities to engage with key PA institutions and consequently contribute to several key policies.

Strand II - G20/BRICSAM leadership on global poverty

- **Most progress seen on G20 CS process and policy commitments**
  Significance of change: G20 commitments have moderate to high impact on governments; CS process significant in it is now a formal structure but it is too early to assess its influence on the G20.

> "Oxfam has been quite strategic about its BRICSAM approach – getting in early and putting local people and actors forward" Academic

LEAP created increased advocacy capacity in Brazil, India, Mexico and South Africa, thus allowing Oxfam and its CS partners to develop a more in-depth and coordinated dialogue with governments. From 2011 to 2014, the G20 has made policy commitments that align themselves with Oxfam's advocacy "asks", notably in inequality, the post-2015 development agenda, financial issues, tax justice and food security. Through LEAP, Oxfam has supported CS organisations (CSOs) of these countries in reinforcing their place in national, regional and global policy fora. A key achievement was the establishment of the C20, a formal CS engagement mechanism for the G20. Oxfam has also been active in establishing a more formal CS role for the annual BRICS summit, resulting in the gradual acceptance of a greater role for CS. Examples in all four countries were seen, where progress has been made on a range of domestic policies, although this was a secondary priority given the regional and global policy focus.

Strand III - Making the US a global development leader.

- **Most progress seen on US aid policies and protection appropriations**
  Significance of change: Commitments secured for the medium term but could be overturned by Republican-dominated Congress or Republican Administration.

> "Oxfam has technical expertise that gains the respect of policy experts in governments, but it is also willing to call government to task if it doesn't measure up." Foreign policy expert

Oxfam was seen as one of the key players in supporting the Obama administration's priority of securing dedicated funds and commitment on food aid and smallholder agriculture, notably by supporting the commitment of the US to the Global Agriculture and Food Security Project (GAFSP) and the Feed the Future (FtF) initiative. Oxfam was credited with helping USAID reform efforts, notably holding the line on its ambitious goal of 30% country ownership by 2015. Building bi-partisan support has been central to its strategy and crucial in, for example, beating back language in the Department of State, Foreign Operations and Related Programs Appropriations Act that would have drastically limited the percentage of funds going to local organizations, and advancing the Foreign Aid Transparency and Accountability Act in both the House and Senate, laying the groundwork for future efforts to pass that bill. Despite the myriad of international issues the US has had to cope with, the US demonstrated a leadership role in development aid at the Busan High Level Forum on Aid Effectiveness and to a lesser degree in other multilateral high-level meetings, with Oxfam's support.

Factors that facilitated the success of LEAP were mainly internal, and included the long-term and flexibility of funding, the capacity and credibility of Oxfam and the collaborative approach used. **Factors that hindered the success** were mainly external and included capacity of CSOs, perceptions of Oxfam, external crises and political blockages leading to slow policy progress.

Strategies and tactics found to be effective included the collaborative approach with CS partners, actors and internally for policy influence; facilitating South to North and South to South exchanges and adapting messages. Less-effective strategies were not as evident, but some strategies proved ineffective over time. The strategic use of social media and the exchange of success stories between initiatives were also limited.

Linking **local to global** brought added value through amplifying (local) southern voices, facilitating the attendance of Southern CS to high level fora (HLF) and working "behind the scenes" on policy development. Linking global to local brought added value at HLF by bringing Oxfam's global concerns to the local level in the South, and research conducted as part of FtF at the country-level was a way of seeing how global norms were being applied locally, and then in turn, what learning could be drawn out (for both local and global use).

Project management: Oxfam staff were positive about the management of the LEAP project, which was centralized in Oxfam America and managed by different staff for each strand. The straightforward reporting and the funding procedure were compared very favorably with other similar projects. The relatively long-term nature of the project (four years) allowed for better planning and the consequent commitment of staff and their ability to follow up longer-term processes. For some initiatives, LEAP started nearly a year late, which led to delays in starting activities.

Coordination: As Strand II and Strand III had common themes that unified staff, they were easier to coordinate, compared with Strand I which had staff dispersed across Africa, Europe, Japan and Brazil. Challenges in management and coordination identified included:

- Some overlap with other projects, notably with the Empowering CSO Networks in an Unequal, Multipolar World project
- Some challenges in coordinating with other relevant programs and projects
- An absence of a common LEAP vision for staff to identify themselves with
- No consistent tracking of policy outcomes across and within initiatives
- No overall theory of change nor a simple visual presentation that aided staff to understand how LEAP fitted together

Conclusions and considerations

This evaluation's overall conclusion would be that LEAP allowed Oxfam to contribute towards significant policy progress, which is expected to eventually reduce poverty and enhance global development. But what would have happened if LEAP didn't exist? It's reasonable to conclude that certain issues would not have been placed on policy agendas; key policy positions would not have been defended and some aid budgets would have possibly eroded further; and less coherent pro-poverty policies would have been adopted. Perhaps the most significant difference would have been that the CS would have been in a weaker position in development debates at the national, regional and global levels.

Oxfam was also seen as an appropriate organization for LEAP: it could build on its previous advocacy experience; it was seen as a credible partner by governments and other stakeholders given its technical expertise on the priority subjects; it has a global network and a presence in most of the G20 countries; it has an ability to work with CS and other partners; it was willing to "lead from behind" and put other organizations forward; and it had access to extra funding to support LEAP. Following are six general conclusions and considerations on LEAP for Oxfam.

1. **Policy influence:** The evaluation found positive examples of Oxfam's and its partners' influence on policy processes and outcomes. In general, most policy influence was done in a collaborative environment that was mutually beneficial for both Oxfam and governments. But what are the risks of this approach – could Oxfam one day be "burnt" by its close proximity to governments? Oxfam and its CS partners were credited (by policymakers) with the technical know-how and policy expertise they brought to the issues. However, are CS partners able to offer the technical expertise required? And how to ensure policymakers will keep offering a space for CS inputs? Further, Oxfam has been astute in selecting the policy environments to focus on, but to what extent is Oxfam able to identify and capitalize on these as they emerge?

    Considerations for Oxfam: Oxfam to consider further the risks of its collaborative approach to policy influence, the extent to which it should support further CS partners in their policy expertise and how it can retain its credibility/trust from policymakers within an increasingly "competitive" environment. An option for Oxfam would also be to keep a "watching brief" on potential policy processes and forums that could emerge as crucial in aid development (e.g. sub-regional grouping; dormant UN forums; BRICS or other initiatives).

2. **LEAP tactics:** This evaluation illustrated that a wide range of tactics were deployed for LEAP, the most common ones being the use of coalitions and alliances, research-based messaging and direct consultation with governments and their allies. However, there seemed to be little cross-fertilization of tactics across strands. For example, a common research agenda, or exchange on and reuse of newly tested tactics. The evaluation showed that the use of online media tools was very limited. However, the latter have a lot of potential and offer ever more opportunities to reach key stakeholders. At the same time, LEAP funding enabled Oxfam to be agile in its tactics, for example, by creating temporary posts in host countries in the lead-up to HLF that proved effective, given the influence that the hosts appeared to have on the agenda and proceedings. The decision to locate the BRICS Bank in China is one such example that deserves attention and has already been flagged by Oxfam.

    Considerations for Oxfam: Oxfam to consider how it can create more exchanges between strands on tactics, with the concrete aim of resource-saving through adaptation/reutilization of tactics and strategies as appropriate. In addition, LEAP should consider reviewing its use of online media tools and put to better use its ability to move human resources quickly to match new opportunities (e.g. secondment of staff in host countries of major developments and meetings/HLF).

3. **The global balance in practice:** LEAP demonstrated that Oxfam has come a long way in the past three years in being a better collaborator and really investing in advocacy capacity in the South. LEAP supported a genuine strategy for southern engagement instead of a sporadic approach as seen in the past. There is still a way to go and challenges to be faced, but the investment in Strand II and the links made to Strands I and III have been consistent with Oxfam's World-wide Influencing Network (WIN) strategy and a concrete example of readdressing the "global balance", a key priority of Oxfam's 2020 vision. What this evaluation felt was needed was to build the same strong knowledge base that Oxfam has on northern advocacy, an understanding of what has and has not worked in southern advocacy.

    Considerations for Oxfam: Oxfam to consider how it could build a stronger knowledge base on southern advocacy; this would imply more exchanges between Oxfam in the South, and building up and documenting advocacy strategies and tactics used.

4. **CS role in global development policy:** Collaboration with CS was a dominant common feature across LEAP initiatives. This evaluation believes there was enough evidence to show that CS does have an influence on development policy outcomes. Oxfam has made a strategic choice to work within the development system. But what are the risks of this? How can Oxfam ensure not to alienate those CSOs that remain "outside"? How can Oxfam counter the weaknesses seen with some CS partners whose contribution is key but who lack financial stability? At what stage will Oxfam feel comfortable to step back and let southern CSOs direct further?

   Considerations for Oxfam: Oxfam should reflect further on the role of CS within LEAP; how can it do more to strengthen their advocacy capacity and make them genuine co-strategists, being mindful of the risks associated with this in terms of Oxfam's need to direct its own priority agenda.

5. **Public support to global development issues:** The effort to mobilize broad public support around global development issues was limited. Roughly speaking, it was theorized that public support needed to change in these contexts in order to foster political support for aid, which has been supported by research. Where public support was not a focus, it was not judged as necessary – even more so, that public support could work *against* political support. National contexts evidently influence the role of public support to global development issues. Across LEAP initiatives there was perhaps more potential to consider the public's role.

   Considerations for Oxfam: Oxfam should consider further the role of public support and its link to political support on global development issues; the current initiative in Spain may be an opportunity to do so.

6. **LEAP identity, strategy and priorities:** LEAP initiatives were relatively free in selecting their priorities to contribute to the overall goal. Given the results seen by this evaluation, it could be that more thought is needed as to how the pieces fit together; what are the common lessons learnt; where are the biggest gaps, even if challenging to achieve (e.g. declining ODA of Europe); how is LEAP integrated with other programs; and what is the envisaged exit strategy in areas where funding will end. This could also help better shape an overall view of what LEAP is and provide a clearer identity for the project and its staff. Finally, as the aid agenda could be further derailed by world events such as the Syria crisis, the Ebola outbreak and the increasing East-West tension, LEAP may need to consider further future possible scenarios with appropriate assumptions, also as humanitarian aid may overtake development aid in importance.

   Considerations for Oxfam: Oxfam to review these evaluation findings with several options (not mutually exclusive) proposed in relation to LEAP's identity, strategy and priorities:

   - Refine priorities and strategies for LEAP
   - Set a clearer "big picture" to communicate about LEAP internally
   - Define possible exit strategies, as appropriate
   - Conduct scenario planning on the future of aid.

Long-term issues

The following are five broad issues with longer-term implications identified for reflection by Oxfam as a result of the evaluation.

1. **Defending aid:** LEAP is based largely on the notion of the worth of ODA as an approach to alleviate poverty and support development. However, this concept is increasingly being questioned, and ODA makes up a decreasing component of developing countries' budgets (now down to 6%), even if others would argue that ODA is still very relevant, particularly for least-developed countries. In what regard has Oxfam, through LEAP, aligned itself with an outdated concept? There are many alternatives that deserve critical attention from Oxfam, including remittances, domestic resource mobilization and public-private partnerships for development projects. Oxfam is already considering some of these alternatives and it may need to go further in this regard.

2. **The impact of HLF:** A broader debate exists on the ongoing relevance and impact of HLF such as the G20 and the G8 that Oxfam is well aware of and has taken into consideration in its approach. However, there is little documented reflection by Oxfam (to the knowledge of this evaluation team) on the impact and implementation of HLF policy commitments that Oxfam champions, so as to better inform Oxfam regarding its future priorities and resource allocation (e.g. to advocate for HLF follow-up actions and monitor their implementation). In this respect, Oxfam should consider using existing independent studies (e.g. one study found a high implementation rate (90%) for a food security issue Oxfam has championed, the Agricultural Market Information System). Further, although it may be too early to assess, what is the impact of the C20 on G20 policy commitments? This may not be a major focus of LEAP but is worth considering when analyzing results and setting future priorities.

3. **Beyond the BRICSAM countries:** As this evaluation has found, LEAP has supported Oxfam in establishing a solid anchoring in the BRICSAM countries. The latest WIN strategy recognizes that Oxfam needs to think beyond the BRICSAM countries and the next "in line", notably Indonesia and Turkey. Yet, although mentioned briefly, the Middle Eastern states seem to be largely absent in this reflection, which is surprising given their rapidly increasing role in development and humanitarian aid. Of note, the highest ODA/GNI average is not in the North but belongs to the United Arab Emirates.

4. **Alignment with Oxfam's global advocacy:** As a global effort for Oxfam, LEAP has shown that a major, multi-affiliate initiative can achieve significant accomplishments. Many of the policy "asks" in development aid advocated by LEAP are heavily informed by research conducted by Oxfam GB so there is good alignment between the two. But more broadly, to what extent do the advocacy priorities of key components of the confederation (e.g. Oxfam GB, Novib and OI) align with that of LEAP? This will become even more crucial in the next year as both Oxfam in Brazil and South Africa transform into affiliates and will need (financial) support from the Oxfam network to ensure that projects such as LEAP can be sustained.

5. **Growing membership and public support to Oxfam's advocacy:** The initiatives in Spain have shown the potential of campaigning for reaching new audiences that have an interest in global development issues. Other Oxfam affiliates, such as Oxfam France, have a membership base that to date was not much implicated in the LEAP initiatives. In the Southern countries, a criticism of Oxfam is its lack of roots in communities and representativeness of their citizens. Yet, the experience of LEAP and campaigns such as GROW and its project Behind the Brands illustrate that Oxfam can create interest and a supporter base around global issues – potentially reaching millions – but it is rarely coordinated or used extensively. What are the opportunities and risks for Oxfam to leverage on its membership and to create/mobilize a global online social movement for change that could even give it more legitimacy in its advocacy?

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1. Introduction

This report is an evaluation of Oxfam's Global Leaders Empowered to Alleviate Poverty (LEAP) project. The aim of this evaluation was to contribute to Oxfam's learning in two areas: Oxfam's relative contributions to specific policy advocacy outcomes related to the work of LEAP and, to a lesser extent, to understand how Oxfam's linking of national and global advocacy for policy change has yielded measureable added value.

The evaluation covered a three-year period, from project launch, June 2011, to June 2014, essentially the first three years of a four-year project. Given that LEAP is a broad project in terms of geographic reach and involvement of Oxfam affiliates and offices, the evaluation investigated in-depth selected initiatives while providing a broad picture of overall progress. As LEAP concludes its first phase, the evaluation also provided the opportunity to reflect on longer-term issues for input into its envisaged next phase.

Eight consultants worked for a total of three months to conduct the evaluation. Interviews were conducted with 50 Oxfam staff and 87 external stakeholders, mainly from Brazil, France, Spain, South Africa and USA, in addition to the Pan African and European Union (EU) institutions. This was complemented by additional research in Haiti, India and Mexico. A review of external and Oxfam documents and monitoring information was also carried out.

Five case studies inform the main findings of the evaluation: the European institutions; France and Spain; the Pan African institutions; the BRICSAM[1] countries; and the USA. Full case studies are found at Annex One.

2. Evaluation questions and methodology

The LEAP evaluation was conducted by a team of eight consultants with extensive experience in evaluations of policy, advocacy and communication projects, with on-site evaluations spanning over 50 countries. Brief profiles of the team are found at Annex Seven.

Based on the above-mentioned aims of the evaluation, two focuses were selected:

1. What has been Oxfam's contribution to improved policy and practice?

2. What strategies and tactics have been most effective?

This was complemented by lines of enquiry on coordination, project management and the future direction of LEAP (covered in sections Six and Seven). Annex Five contains the evaluation framework, which matches the above questions to indicators and research methods.

Evaluation Design

The evaluation aimed to provide an assessment of LEAP in its totality. The unit of evaluation was considered at the "initiative" level, which was often the equivalent of the country level but not always, e.g. for regional or global coverage initiatives. Therefore, through the case studies, the

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1   BRICSAM: Brazil, Russia, India, China, South Africa and Mexico. LEAP did not focus on China and its activities in Russia were limited to a post funded for the lead up to the 2013 G20 summit that was held in St. Petersburg.

evaluation examined initiatives in-depth, complemented by additional research that allowed an overall assessment of the progress towards LEAP's objectives.

Data sources

Data collection tool	How was this implemented?	Number undertaken
Desk review	All internal and external documents provided by Oxfam were reviewed. In addition, extra documentation indicated by interviewees was located and reviewed. Further documentation was found through internet searches. A list of the main documents consulted is found at Annex Four.	N/A
Financial analysis	An analysis was undertaken by an Oxfam staff of the high-level financial data on development aid as a comparison to data presented in the LEAP baseline report[2].	1
Interviews - internal	Semi-structured interviews of Oxfam staff were conducted by telephone and in-person (during country visits). A list of all persons interviewed is found at Annex Three.	50
Interviews – external stakeholders and informants	Semi-structured interviews of external stakeholders and informants were conducted by telephone or in-person. A list of all persons interviewed is found at Annex Three. Some eight persons served as "bellwethers" – institutions that provided an independent view of LEAP or components of it.	87
Case studies	Five case studies were carried out. Each case study is a summarized description, analysis and synthesis of a given initiative or series of related initiatives.	5
Policy analysis	Policy analyses were undertaken for 20 policy outcomes or steps where sufficient documentation and information was available. A summary of the policy analysis is found at Annex Two.	20

The evaluation process started with interviews of some 20 Oxfam staff, based on a list provided by Oxfam, which informed the evaluation design and the selection of case studies as detailed in the Inception Report (Annex Five). On this basis, contact was established with the Oxfam team in the relevant affiliates and country offices and onsite evaluation visits were organised. Persons selected for interviews during these visits were determined jointly by Oxfam and the evaluation team. The bellwether interviewees were selected by the evaluation team.

Analysis

The written notes taken by the evaluation team during interviews, combined with the document review, financial analysis, policy analysis and case studies served as the main evidence base for the evaluation. This data was compiled and analyzed with trends and patterns identified that form the findings of this evaluation.

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2   Mitra, R. September 2014, *Quantitative elements to complement the 2014 external evaluation report; Oxfam America (April-June 2012), Global LEAP - Baseline Summary.* (internal documents).

Validation and feedback process

During the country visits, where possible, feedback discussions were held with the relevant LEAP staff to discuss initial findings and seek their input. Following the visits, the draft case studies were made available to the relevant staff for their feedback. At the global level, the team leader was in weekly contact with the Oxfam Monitoring and Evaluation staff guiding the evaluation. The evaluation team was also supported by an advisory committee of Oxfam staff that met (remotely) four times during the evaluation process to validate key steps and directions.

Limitations

Given the broad nature of LEAP, the evaluation was not able to capture and assess all activities undertaken and results produced. Where the evaluation team saw a significant gap in being able to report on major initiatives or areas, it mitigated this by carrying out extra research. This was the case for the research work carried out in India and Mexico, which was not originally foreseen.

The data collection was scheduled to take place mainly in July to August, which proved challenging in Europe and the USA, given the summer break. This led to research in these two instances mostly being carried out in September, which delayed the evaluation schedule by some two weeks.

The evaluation examined a broad range of policy processes and outcomes that Oxfam aimed to influence as part of LEAP. The evaluation endeavored to verify claims of contribution made by Oxfam, but it was not always possible to do so, with such limitations stated when relevant. It was also difficult to identify suitable "bellwether" interviewees, given the broad range of issues covered by LEAP.

While conducted by an external team, this evaluation also referred to internal monitoring information and the opinions of Oxfam staff. Where possible, the team has tried to mitigate this by validating claims of influence with external sources, notably with the 87 external persons interviewed.

3. Overview of Global LEAP

Funded through a grant of US $15.75 million from the Bill and Melinda Gates Foundation, LEAP is a four-year project launched in June 2011. The aim of LEAP is to promote political leadership for global development, with the goal of delivering new commitments to reduce global poverty, especially more and better aid. The original LEAP proposal[3] set out four purposes:

- Making the case for more and better aid;
- Influencing G20 countries to take more decisive action on poverty and food justice;
- Helping to make the United States a legitimate leader in poverty reduction;
- Supporting southern countries to demand food justice.

LEAP is best described as a funding platform that provides support for initiatives across three distinct strands[4] whose common point is the above-mentioned goal:

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3   Oxfam America (10 March 2011), *Global LEAP - Grant Proposal.* (internal document).
4   A forth strand exists on food justice in the South but was in its planning phase during the period under review.

- Strand I: Improving and making the case for aid to fight hunger and poverty
- Strand II: G20/BRICSAM leadership on global poverty
- Strand III: Making the US a global development leader

With the exception of Strand III that is based solely within Oxfam America, Strands I and II cut across existing Oxfam structures involving different affiliates and country offices. Within each strand, objectives were fixed with associated initiatives that evolved over time. For each strand, a lead was appointed to manage and oversee its initiatives, supported by central project management and monitoring evaluation staff based in Oxfam America and the latter also in Oxfam International. Some initiatives were based in one country, whereas others were global or regionally focused. In total, there were 27 main initiatives operational from 2011 to 2014. The following table shows (in short form) the initiatives and objectives of each strand.

Table 1: Summary of LEAP strands, objectives and initiatives

	Strand I – Improving aid				Strand II – G20/BRICSAM			Strand III - USA	
	1	2	3	4	1	2	3	1	2
Objectives	EU	France Japan	Brazil CS	Recipient countries	G20	BRICSAM leadership	Action on poverty	Policies	Leadership
Initiatives	EU Spain Germany EU elections	France Japan CS – Japan	Brazil	Recipient countries CS	Com-mit-ments Public aware-ness	Commit-ments National policies CS Bank & dev. coop.	Japan Pan Africa institutions	Agriculture Budget appropriations Transparency Local investment	G8/G20 HLF GAFSP New Alliance* Recipient governments.*

* Initiatives as part of Strand III but without an objective.

LEAP investment and staffing

To date, LEAP has implied the appointment of 30 additional Oxfam staff (funding 80-100%) and partial funding (0.5 to 40%) for 10 staff. In several cases, posts were also funded temporarily, for example in Russia and Australia in the lead up to the G20 summits hosted in these countries (2012/13 and 2013/14, respectively). Further, other Oxfam staff worked for LEAP but were not funded by LEAP, for example the Strand I lead.

The budget for LEAP was evenly spread across the three strands: 36% for Strand 1; 31% for Strand II and 22% for Strand III (with the remaining 9% for project management, monitoring, evaluation and learning; and 2% for Strand IV, that was on food justice and in a planning phase). This analysis is based on the LEAP allocations (investments) for 2011 to 2013, as detailed in the following table:

Table 2: LEAP investment; 2011-2013

	Investment (USD)	%
Strand I	**3,171,307**	**36%**
Spain	978,120	11
EU office (Brussels)*	925,363	11
Japan	430,739	5
France	355,495	4
Pan Africa	353,765	4
Germany	127,825	1
Strand II	**2,645,129**	**31%**
Brazil	657,630	8
South Africa	537,816	6
Strand II management	397,014	5
India	367,024	4
Mexico	257,640	3
AU office (Ethiopia)	194,867	2
Russia	171,956	2
Australia	35,547	0.5
Great Britain	25,635	0.4
Strand III	**1,914,624**	**22%**
USA#	1,914,624	22
Strand IV	**200,000**	**2%**
Great Britain	200,000	2
Project management/ MEL	**711,048**	**9%**
Monitoring and evaluation	482,318	6
Project management	228,730	3
Total:	**8,642,108**	

Notes: *Also includes Oxford-based positions.

#Also includes grants to Oxfam field offices that assisted with research
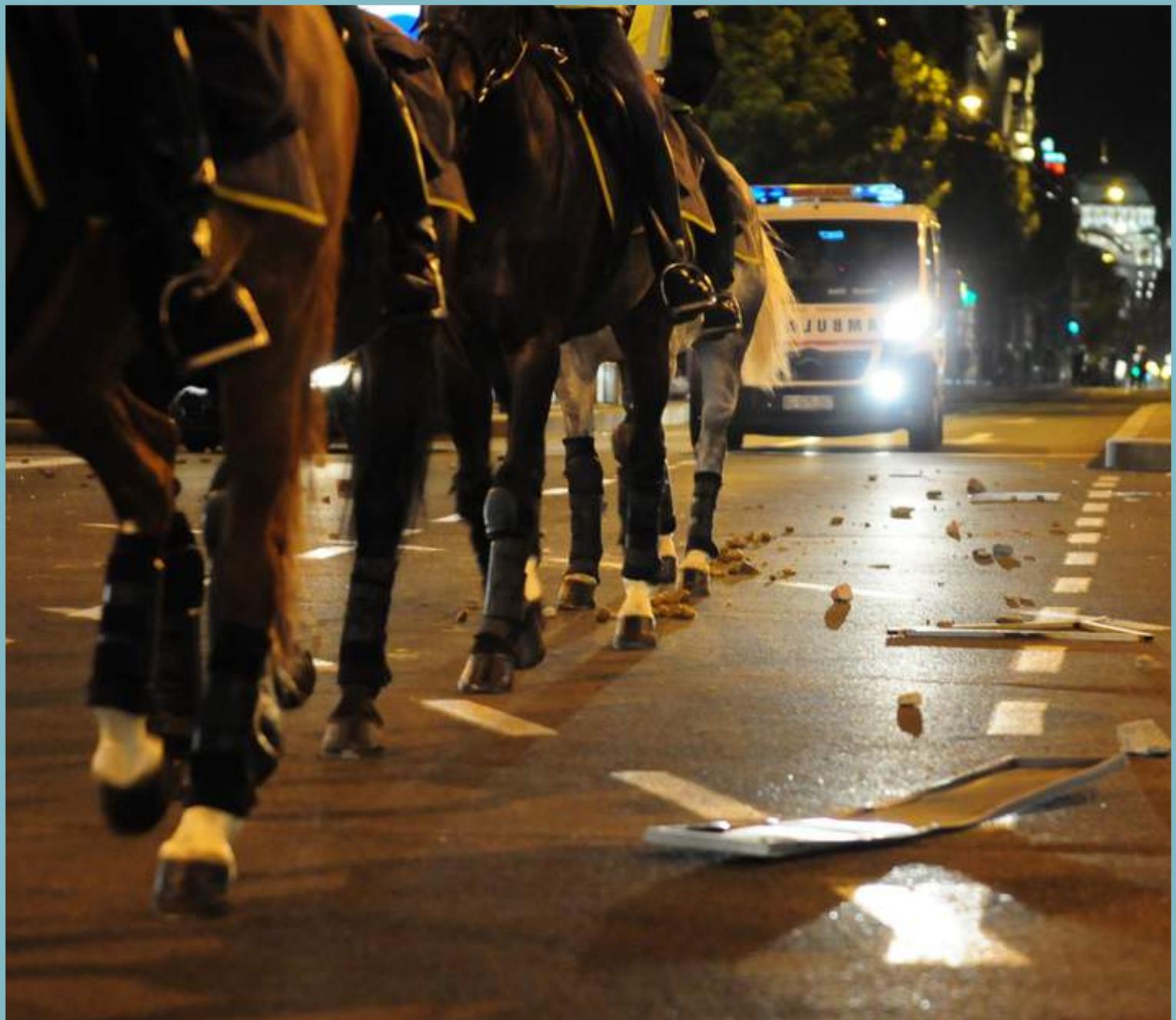
4. Major trends in global development: 2011-2014

This section provides a brief overview of the major trends in global development from 2011 to 2014 that are seen as particularly relevant to LEAP[5] and "sets the scene" for the evaluation findings described in the next section.

Global development trends: Since 2011, all regions have seen improvements in development, with poverty reduced mainly because of progress on health and education. However, one of the main drags on development continues to be inequality. While the gap has narrowed between rich and poor countries, it is within countries that inequality has increased in the past years, notably in Asia and Eastern Europe [6].

Overseas development aid (ODA): From 2011 to 2013, there were no major global changes in the ODA of the 28 members of the Organization for Economic Co-operation and Development (OECD), a selection of which are seen in the chart below. Economic climate and changes in governments are thought to be the main explanations of the fluctuations seen. Although ODA in real terms was at the highest recorded level in 2013, (USD $134.8 billion), there has been a decrease of 2.3% as a percentage of Gross National Income (GNI) from 2011 to 2013, with only the UK newly joining the countries reaching the Millennium Development Goals (MDGs) target of 0.7%. Net ODA increased in six countries from 2011 to 2013, with the largest growths in the UK (+28.57%) and Japan (+27.78%). The net ODA decreased in 13 countries from 2011 to 2013, with the biggest reductions seen in Spain (-44.8%) and Italy (-20%)[7]. Nevertheless, the global average of net ODA signaled a possible recovery from 2012 onwards towards the peaks seen in 2009-10.

Figure 1: Trends in aid quantity: 2005-13
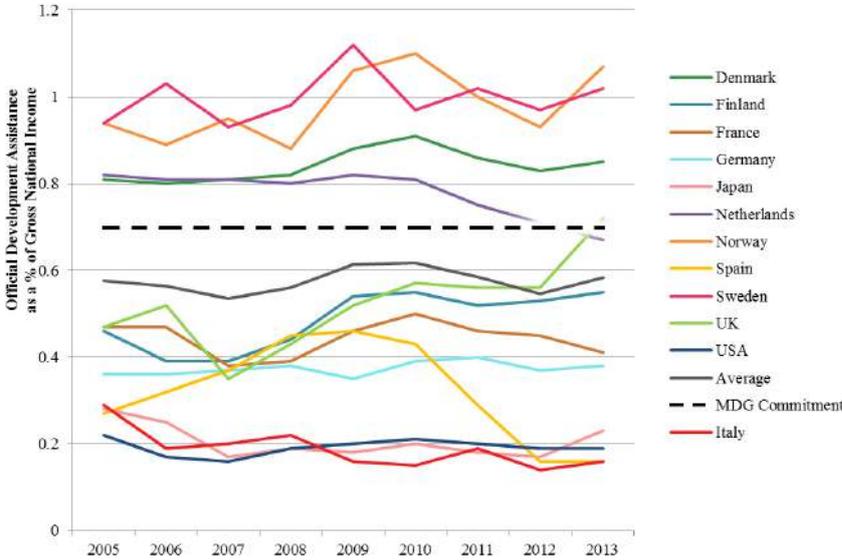
USA: From 2011 onwards, during the Obama administration, the US Congress has become increasingly dysfunctional, especially around financial issues: in 2011 there was the debt ceiling crisis; in March 2013 automatic budget cuts kicked in, designed to reduce the federal budget

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5   *With reference to the trends identified in the LEAP baseline report*; Oxfam America (April-June 2012), *Op. cit.*

6   Source: UNDP, (July 2014), *Human Development Report 2014*: http://hdr.undp.org/en/content/human-development-report-2014

7   Source: Mitra, R. September 2014, *Op. cit.*

by approximately USD $1.1 trillion over 8 years; and in the Fall of that year, the Republicans in office orchestrated a Federal government shutdown. While the Executive Branch has been overall supportive of foreign aid within a context of fiscal austerity, the policy space for legislative aid reform has been extremely limited due to multiple pressing issues and a recalcitrant Congress.

HLF and emerging economies: HLF in 2011-13 such as the G20 have been largely dominated by world crises (e.g. Syria conflict in 2013; global economic recovery in 2012) although progress was seen on some development issues, such as tax transparency and the formalization of civil society's (CS) role within the G20. The BRICSAM countries have continued to grow in political and economic importance, notably with the formal launch of the BRICS Development Bank in 2014 and the solidification of their annual meetings as the BRICS Forum since 2011. With the expiration of the MDGs in 2015, a global consultative process was launched by the United Nations (UN) in 2012 that has taken steam in the past two years through wide-spread consultation globally and has emerged as a key platform for the post-2015 global development agenda. The Fourth High Level Forum on Aid Effectiveness (HLFEA) (in Busan, South Korean) in 2011 culminated in the signing of the Busan Partnership for Effective Development Cooperation, establishing for the first time an agreed framework for development cooperation between traditional donors, South-South cooperators, the BRICS, CSOs and private funders. The HLFEA was succeeded by the Global Partnership for Effective Development Co-operation (GPEDC), which met for the first time in Mexico City in 2014, replacing the aid effectiveness process with a shift towards the broader concept of development effectiveness.

World crises: The period under review also saw major crises in the world that impacted the priority given to global development issues both by governments, international processes and the CS. The Arab Spring peaked in 2012-13 with regime change in four countries (Tunisia, Egypt, Libya and Yemen) and wide-ranging political and economic consequences for the region. Armed conflict increased, mostly in Africa and the Middle East, with the number of conflict/violence-displaced persons globally in 2013 the highest on record, growing from 41.6 million in 2011 to 50 million in 2013[8]. The global economy, slated for recovery from 2012 onwards, saw major financial crises continuing in Europe, notably in Spain, Greece and Cyprus in 2012.

5. Findings

This section details the findings of the evaluation and is split into three sub-sections on contributions to policies and practices, effectiveness of strategies and tactics, and findings on project management and coordination.

This evaluation found that from 2011 to 2014 LEAP has enabled Oxfam to make significant contributions to policies in favor of poverty reduction and enhancing global development. These achievements were facilitated by LEAP's support to substantially increase Oxfam's advocacy capacity in the South and despite the challenging economic and political environment of many regions and countries.

The following diagram illustrates seven key areas where progress was made on LEAP objectives (marked in green callout boxes) that are detailed further in this section. Annex Two contains an analysis of 20 instances of policy outcomes in support of these findings.

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8   Source: http://www.internal-displacement.org/global-figures

Figure 2: Main progress – LEAP 2011-2014
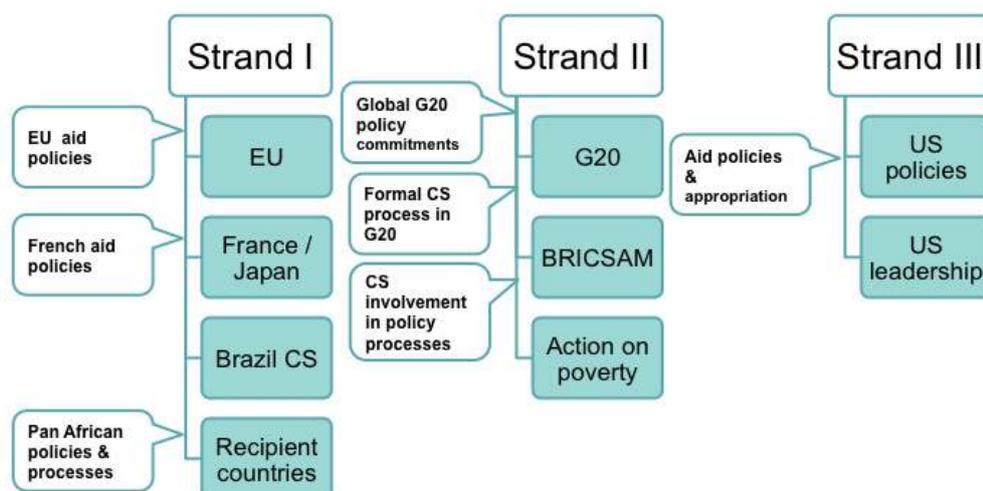
5.1. Oxfam's contribution to improved policy and practice

The contribution of Oxfam to improved policies and practices is discussed on the basis of the objectives that were established for each strand with reference to the relevant initiatives. More detailed findings are found in the case studies (Annex One) and in the instances of policy outcomes assessed (Annex Two).

Strand I

I-1: The EU's leadership on quality and quantity of aid is rebuilt, putting pressure on other donors to follow suit

European Union (EU):

"NGOs like Oxfam which have access and influence to people who are sitting in the room are the most effective. It's often about knowing the inside game. You need EU experts who know the institutions - and Oxfam has those. When they get engaged, they know what to do". CS partners, Brussels

Despite huge pressure on the EU to decrease its overall aid budget, Oxfam and its coalition partners have made some significant achievements through LEAP to defend and maintain current budgets and influence EU Member States on quality and quantity issues as described below. Overall, as the above quotation illustrates, Oxfam's ability to understand and influence EU institutions has been a key attribute to these achievements.

Budget support: In defense of budget support[9], Oxfam proposed new guidelines and evidence focusing on transparency, good governance and CS participation, which were taken into account by the European Commission in their approach to maintaining budget support at current levels. The EU Development Commissioner, Andris Piebalgs, reportedly commented that Oxfam has helped him understand how budget support works in favor of quality development aid.

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9   Budget support is one of Oxfam's preferred mechanisms to address long-term aid-related issues, especially with respect to education and healthcare. Some EU Member States however feel that this instrument is more prone to corruption/ mismanagement and lacks transparency. For the 2007-2013 funding years, the Commission has maintained a +/-30% average in budget support.

Development cooperation in the EU's Multi-annual Financial Framework (MFF) 2014-2020: Finalized in December 2012, the MFF determined the size of the EU's common budget over a seven-year period including development cooperation. Working with key CS partners, CONCORD and ONE, Oxfam contributed significantly to ensuring that the budget for development aid was not cut, and managed to secure an agreement to benchmark 20% of the budget for social services.

Financial Transaction Tax (FTT): As part of the wider Robin Hood Tax coalition, Oxfam contributed to influencing the decision of EU Finance Ministers to introduce the first phase of an FTT by 2016 in 11 countries, including key EURO countries France, Spain, Italy and Germany.

Transparency legislation for the extractive and forestry: Working with CS partner Eurodad, Oxfam contributed to the adoption of EU transparency legislation for the extractive and forestry sectors in 2013, requiring that companies report country-by-country on what they pay to extract natural resources from developing countries. Although Oxfam's "ask" to have such reporting requirements for all industries was not achieved, the legislation adopted was seen as an important precedent.

Europe We Want campaign: This was a joint campaign with seven EU Oxfam affiliates around the European Parliament elections, to mobilize Oxfam supporters to vote against a background of growing Euroscepticism and the rise of parties from the far-right opposed to many of Oxfam's policy priorities. It also involved post-elections advocacy in Brussels and in capitals engaging the new leadership of the European Commission, and newly elected MEPs from across the political spectrum, particularly those in key committees and positions. According to stakeholders, it was difficult to judge how successful the campaign actually was in changing the election results. The voting turnout was not very high in many countries. In those where the turnout was high, it was not always favorable to the issues Oxfam were campaigning for. For instance, in France, the main winner was the far right party – which does not necessarily identity with Oxfam's policy positions. But in counterbalance, while there were many far right Members or European Parliament (MEPs) elected, there were also many progressive MEPs also elected that are more favorable to Oxfam's positions. Nevertheless, Oxfam assessed that the campaign achieved its objectives of informing candidates and Oxfam supporters on Oxfam's policy priorities for the EU in the coming five years, and of the important role the European Parliament will have in determining and shaping this agenda. Further information on the EU is found in Case Study 1, Annex One.

Spain:

Creativity is an important element in a strategy to generate change. People are in a crisis and distracted from international issues. That is why the approach by Oxfam to target the public through arts is very interesting. It gives people a new perspective through different eyes." Stakeholder, Spain

Given the dramatic cuts of some 70% to ODA in Spain since 2008, Oxfam in Spain (Intermón) focused on increasing public awareness on ODA and putting pressure on the Government not to decrease ODA further. Creative tactics such as contemporary and comic book art, theaters, cinema and a reality TV show were used, which led to creating a new supporter group estimated to be in the hundreds of thousands, 60% of which had never engaged on these issues before. The main campaign was launched in September 2014 provoking reactions from the Ministry of Finance and Congress even if it didn't lead to an increase in ODA budgets. Additional information on Spain is found in Case Study 2, Annex One.

I-2: The French and Japanese governments contribute to building political momentum on aid quantity and do not support any erosion of current aid effectiveness principles

France

"Oxfam has access to ministers and their staff and an understanding of the political context that gave us opportunities to influence" CSO France

LEAP has enabled Oxfam France to reinforce its position as a key reference point on development aid with the Government and the CS, and to accelerate several key policy outcomes despite a difficult political environment (i.e. mood of austerity, a change in government; development cooperation split between two ministries and several ministerial re-shuffles). Working closely with CS partners and the NGO coordination body, *Coordination SUD*, Oxfam contributed significantly to the implementation of the International Aid Transparency Initiative (IATI) by the French government, securing a commitment to roll it out in the 16 priority countries of French development aid, with three countries completed to date (Burkina Faso, Mali and Niger). In 2012, France introduced a FTT, which was seen as a major achievement by CS and Oxfam that had championed this issue. At this stage, the achievement was seen as more symbolic than substantial given that only 10% (since raised to 15%) of the funds raised would go to development even if President Hollande claimed it would generate a total of EURO 500 million in 2013[10]. At the same time, the introduction of the FTT provided the French government with a strong position to advocate for FTT regionally and globally, with most success seen within the EU (see EU section). Further information on France is found in Case Study 2, Annex One.

Japan:

"CS has been successful to some extent in proposing concrete alternative solutions to a number of development issues. The success has been partly based on the trust and credibility of the international brand of Oxfam and other international NGOs and the level of interest and affinity of the Government to the issues at stake." CSO Japan

Through LEAP, Oxfam Japan and CS partners have increased their advocacy and coalition building on development aid. Oxfam and partners described some incremental progress, such as working successfully with government officials to protect budget support for development, and influencing the government's positions for the post-2015 development agenda (detailed under Strand II, Objective 2). Japan's increase in net ODA of 28% from 2011 to 2013 is thought to be due mainly to a one-off debt cancellation for Myanmar, although funding for poverty-related projects and foreign-policy/commercial strategic aid have increased gradually in these years, possibly partly due to advocacy from CS including Oxfam.

I-3: Brazilian CS influences Brazilian foreign policy, development cooperation and investments to support public policies that address poverty and structural inequality related to the post-2015 agenda

"In food security and in the early stages of cooperation development, I believe Oxfam has had an impact on the policies; it's focused on strengthening the networks of CSOs on these issues" CSO Brazil

Activities of this objective were closely linked to those of Strand II in Brazil. Oxfam and its CS partners carried out research on development cooperation in Brazil, and advocated for a common policy and CS mechanism for consultation. Some progress was made in the dialogue

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10   *"From 2012, a 0.2 % tax will be levied on all publicly traded companies in France with a market value over €1 billion. French PM Francois Hollande says the tax will generate €170 million in additional revenue for 2012 and another €500 million in 2013".* Source: http://euobserver.com/tickers/117134

with authorities, although challenges were faced in having substantial contributions to development cooperation policies that were seen as being part of foreign policy and less open to CS consultation. In addition, Oxfam worked with CS partners on influencing domestic policy on inequality, as described below (Strand II) and in Case Study 4 (Annex One). However, potential challenges were seen as to how far Oxfam could go in domestic policy influence, given that it is not a Brazilian CSO with links to the social movements of the country. Oxfam's main focus on investments (to support public policies that address poverty and structural inequality) has been on the ProSavana development project, a joint Brazilian and Japanese initiative on agricultural development in northern Mozambique. According to the project stakeholders and Oxfam staff, Oxfam's advocacy has led to more local stakeholder consultations as part of this project (see Case Study 4, Annex One).

I-4: Increasing political pressure and urgency from recipient countries to donors to deliver more and better aid

"We have used the network of Oxfam around the world to promote our common interests as well as its technical expertise to shape our policies. However, [we need] to better promote the African CS and strengthen their capacity so that African CSOs will eventually have the capacity and credibility to influence development stakeholders." Pan African Institution

Under this objective, a main initiative of LEAP was its work at the Pan African (PA) level to support African CS in regional and global processes and advocate on global development issues. LEAP has enabled Oxfam to be instrumental in increasing the voice of the African CS, in terms of strengthening their capacities to access to and engage with key PA development institutions, such as the Pan African Parliament and the New Partnership for Africa's Development (NEPAD), the Pan African development agency and the African Union (AU) Commission, to a lesser extent. Oxfam and its CS partners were found to have contributed significantly to several key development policy documents at the Pan African level, notably the African Consensus, Position and Action Plan on Development Effectiveness; the Common African Position on the Post-2015 Development Agenda and the African Agenda 2063, as detailed further in the Case Study 3 (Annex One) and the policy analysis (Annex Two). As a result, Africa became a strong player in the aid and development effectiveness debate at the global level, demonstrating that the continent was able to speak with one voice despite its diversity and to present a unified set of priorities into the on-going post MDG negotiation process, thus increasing the likelihood of an integration of the African position into the global development agenda.

Oxfam's advocacy and media coverage has drawn the attention of policy and other development actors in Africa, including the private sector, to key development issues such as development financing (domestic resource mobilization), tax justice and illicit financial flows (IFF). For example, Oxfam co-organized a high-level event on Tackling IFF and Inequality in Africa on the sidelines of World Economic Forum (WEF) Africa 2014. The event attracted a significant amount of media and H.E. Thabo Mbeki, Chair of the High Level Panel on IFF, praised the efforts of Oxfam and CS partners in tackling key developmental challenges on the continent.

Strand II:

"Oxfam has been quite strategic about its BRICSAM approach – getting in early and putting local people and actors forward" BRICSAM academic

II-1: Consolidating a five year leadership agenda for the G20 on development

From 2011 to 2014, the G20 has made policy commitments that align themselves with Oxfam's advocacy "asks", notably in inequality, the post-2015 development agenda, financial issues, tax justice and food security, in addition to the creation of the C20 in 2013, detailed below. Oxfam's significant contribution to these commitments, confirmed by stakeholders, has to be put into the context of nearly 20 years of advocacy work prior to the existence of LEAP, which allowed Oxfam to refine and improve its advocacy strategy towards HLF such as the G20/G8. LEAP has also created increased advocacy capacity in Brazil, India, Mexico and South Africa, thus allowing Oxfam and its CS partners to develop a more in-depth and coordinated dialogue with governments of these countries. This, in some cases, secured their support for the above-mentioned policy commitments (also linked to the next objective). This was also facilitated by the fact that these governments were broadly in agreement with Oxfam's positions and that such commitments had limited impact domestically.

The ability of Oxfam to use the occasion of HLF such as the G20 to attract significant media coverage has been previously documented by an external evaluation[11]. This previous evaluation found that although media coverage was beneficial for visibility of Oxfam and the issues it profiled, it was difficult to show the link between coverage and the influence on the decisions taken in HLF. Government officials interviewed for this current evaluation commented that they were sensitive to public opinion and the level of CS activity on a given issue. At the tactical level, the experience of Oxfam with HLF has shown that the preparatory meetings are equally if not more crucial for policy influence, whereas media work can mainly be capitalized on during the given HLF. More recently, Oxfam was seen to be using media more in a strategic approach, such as linking issues between meetings. Tactics are discussed further below in section 5.2.

II-2: Deepen commitment of Brazil, India, South Africa and Mexico to play a leadership role

This objective was two-fold, in both deepening the commitment of governments and the CS in global development issues. Oxfam was seen in all four countries as playing an important role in mobilizing and generating CS interest in these issues. Through LEAP and the European Commission funded "Empowering CSO Networks in an Unequal, Multipolar World" (ECSN) project[12], Oxfam has been a facilitator, organizer and connector, creating coalitions around issues and placing local CSOs forward in national, regional and global policy fora. The following challenges were identified in this initiative: the number of CSOs active on global issues was limited; there was some confusion of roles with the ECSN project; and Oxfam was sometimes seen by CS partners as too dominant in its approach, even if in general it was sensitive to this point.

A key achievement to which Oxfam's contribution was recognised by all relevant stakeholders was the establishment of the C20 in 2013, a formal engagement mechanism for the CS in the G20. The C20 was set up by the G20 as a platform for dialogue between the political leaders of G20 countries and representatives of CSOs. Oxfam and its CS partners have since been involved in the deliberations of the C20 and believe their main concerns have been taken into account in key C20 outputs (i.e. position papers and communiques). For example, in the communique of the Australian C20 Summit (June 2014), issues advocated by Oxfam, such as inequality, food security and tax transparency, are well represented[13]. Oxfam has also been active in establishing

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11   Stedman-Bryce, G. (2013). *The cost and benefits of Oxfam's global summit level engagement- Evaluation Report*, Pamoja. (internal document).
12   Securing funding for the ECSN project was made possible through the matching of funds from LEAP.
13   See: http://www.c20.org.au/wp-content/uploads/2014/06/c20-Communique-AUG-2014-2-2.pdf

a more formal CS role for the annual BRICS summit, with feedback indicating that advocacy from Oxfam and CS has resulted in the gradual acceptance of a greater role for CS, even if differences in the desired format remain. A main initiative of the BRICS group was the launch of the BRICS Development Bank in 2014, where Oxfam was seen as one of the only international NGOs working in coalition with interested CSOs to advocate for a pro-poor agenda. However, it was too early to determine any impact on the Bank, notably because it was in its very early stages of development.

Influencing national policies has been a second priority for LEAP, given the focus on these countries' regional and global roles. Examples were seen in Brazil, India, Mexico and South Africa, where Oxfam and its CS partners were advocating on a range of domestic policies (see Case Study 4, Annex One). However, advocating on national policies remained challenging in these countries, where Oxfam was perceived by governments as a foreign and international actor, despite its local alliances and origins.

An area where progress was in its initial stages was in influencing national development cooperation policies and national development agencies. Although these countries have been involved for decades in development cooperation, their commitments and activities in this area tended to be spread across government departments, lacking consistency, accountability and transparency. Centralized development agencies have been established from 2011 to 2014 in India and Mexico; it is still in the planning stages in South Africa, and has existed in Brazil since 1987. Oxfam's approach, in its initial stages, has therefore been to advocate for more consistent policies and mechanisms for CS engagement, which have shown some early results, notably in India and Mexico. Challenges were foreseen for Oxfam, given that development cooperation policies are perceived by these countries as an integral component of their foreign policy, with less space envisaged for CS engagement. According to Oxfam staff, this area was to be a greater focus in the next envisaged phase of LEAP.

These points are further detailed in Case Study 4 (Annex One). Instances of policy outcomes identified for this objective are detailed at Annex Two.

II-3: Northern champions supportive of G20 Action on Poverty

The main initiative under this objective was to strengthen support for G20 action on development by Japan. According to Oxfam Japan and its CS partners, an ongoing dialogue was maintained with government officials (including the G20 Sherpa) but it was challenging to influence the current government on development activities within the G20 process, given the conservative nature of the government and its lack of interest in these issues. A positive contribution by Oxfam and other CSOs was in the government's integration of CS positions in to their official positions for the post-2015 development agenda, notably in education, health and gender. However, as one CSO commented, Japan is a long way from being a *"policy champion on global poverty"*.

The initiative of this objective related to the AU is discussed above under Strand I, Objective 4.

Strand III

III-1: Stronger US Development Policies and Practice

"Oxfam is unique in being able to play an insider and outsider game. It has technical expertise that gains the respect of policy experts in governments, but Oxfam is also willing to call government to task from the outside if it doesn't measure up." Foreign policy expert, US

Oxfam's focus under this objective was to protect the quantity of aid, particularly funds going to agricultural programs, and to improve aid quality. Not only did Oxfam keep agriculture on the

agenda, when the sense of urgency had abated as the 2008 food price crisis had eased by 2011, it also was a key player in getting dedicated funds for smallholder agriculture, supporting the administration's commitment to the Global Agriculture and Food Security Project (GAFSP) and Feed the Future (FtF). As a result of Oxfam and other NGO advocacy, GAFSP survived a hostile Congress, receiving average allocations of $140 million between Fiscal Year (FY) 2012 to FY 2014. Most noteworthy, given Oxfam's strong support, the FY 2014 budget for FtF increased by 15.7% compared with FY13, when many other aid programs were either cut or held flat. The LEAP-funded investment in country studies on the implementation of FtF provided an important platform for keeping FtF in front of policymakers, with a series of conversations in countries and in the US about the importance of this program, triggered by the release of Oxfam reports. Stakeholders identified Oxfam as strong, effective and consistent in its support of food aid and smallholder agriculture and one of the few Washington, DC-based organizations that "has it all" – significant campaigning and communication capacity, policy research capacity, experience in the field, ability to mobilize influential constituents to engage with US legislators, and willingness to bring effective spokespersons from recipient countries. These findings correlate with those of another external evaluation[14].

In terms of aid quality, Oxfam focused on two issues, aid transparency and country ownership. The former involves putting raw data into the public domain in near real time about what and who is funded by the US Government. The latter signifies a shift away from funding US-based private for profit contractors (PFCs) and international NGOs, to getting more funds in the hands of recipient country institutions – governmental development/aid agencies, private sector and NGOs (for more details on this, see Annex One, Case Study 5). In 2011, the US committed to the IATI and pledged to "publishing what it pays" by 2015. Government stakeholders acknowledged Oxfam's significant role in building external political support for transparency and maintaining support within the executive branch for completing this complicated task, particularly given difficulties created by incompatible information infrastructure.

In 2011, Rajiv Shah, the USAID administrator, made a commitment to 30% country ownership by 2015 (i.e. that these funds go directly to recipient countries, rather than US-based implementing agencies). There was significant negative reaction from the PFCs and some international NGOs, who feared the impact on their bottom lines. USAID interviewees credited Oxfam with helping USAID hold the line on this ambitious goal by helping them manage the politics. Multiple stakeholders referenced research Oxfam published and promoted that focused on the positive impact country ownership had at the country level, shifting the Washington, DC debate to "where it should be" rather than where it had been, regarding the potential financial impacts on US-based organizations. In 2014, Oxfam was key in beating back language in the Department of State, Foreign Operations and Related Programs Appropriations Act that would have limited the percentage of funds going to local organizations. More broadly, Oxfam has provided detailed input into a range of USAID and Millennium Challenge Corporation (MCC) documents, including the USAID strategy issued in 2011, USAID Forward. Because of the commonality of interests between Oxfam, USAID and the MCC, Oxfam is referred to as a strong ally of these two institutions. LEAP provided the resources to allow for significant dedicated staff time, research, and travel to bring recipient country policymakers to the US to make the case for greater transparency and country ownership.

In the Congress, transparency and country ownership are closely linked as an argument - against more country ownership are concerns about corruption, while one of the antidotes to corruption

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14   Cambridge Policy Consultants (July 2013). *Oxfam America's FY13 Appropriations Advocacy: Evaluation Report (revised)*, Oxfam America (internal document).

is greater transparency. Oxfam was key in helping build bi-partisan support for the Foreign Aid Transparency and Accountability Act, which has gotten a significant number of Republican and Democratic co-sponsors in each house. While the legislation has not yet passed, Oxfam has used it (and other foreign aid legislative efforts), with complementary funding provided by the Gates Foundation's LEAP grant and by the Hewlett Packard Foundation, to build bi-partisan support for aid, even among some of the more conservative Republicans in Congress. While much of this work has been carried out with important coalition partners, policymakers recognized Oxfam for its credibility on the issues, both because of its experience and expertise, and the fact that it does not accept US government funds.

III-2: US to play a stronger leadership role in global development efforts

Much of the work under this objective was carried out in close collaboration with other Oxfam affiliates, which is covered under Strand I. The hopes that the US would play a strong leadership role were tempered somewhat by the myriad of international issues the US has been trying to cope with. However, the US has demonstrated leadership by the following actions:

- Making a public commitment to the IATI announced by the Secretary of State Hillary Clinton, coming out of the Busan HLFAE (2011).
- The President's matching challenge for GAFSP funding was issued in October 2012. Further, the US is by far the largest funder of GAFSP ($450 million pledged and $444 million delivered as of May 2014, followed by Canada with a $205 million pledge). While Oxfam was one of several US-based NGOs supporting GAFSP, its work on food aid reform and its credibility of food policy issues added weight to is support of the Obama Administration's commitment during appropriations negotiations.
- US delegations at a range of multilateral meetings (G8, G20, the Busan HLFAE in 2011, the First High Level Ministerial Meeting of the GPEDC in 2014) have carried agendas that largely coincided with Oxfam's. In all cases, Oxfam has been involved in preparations with government representatives before the meetings, fostered government engagement with CS, and at times mediated conflict (especially the GPEDC meeting), and kept a focus on inclusive development.

Regarding the New Alliance for Food Security, Oxfam has not only influenced the Alliance indirectly through engagement with US officials, but was invited by USAID to be the northern CS member on the Leadership Committee (LC), in response to a critical report issued by Oxfam (September 2013, *The New Alliance: A New Direction Needed*). In self-reporting, Oxfam states that it has used that position to push procedural measures that ensure more accountability, greater alignment with the Comprehensive Africa Agricultural Development Program, more CS participation in design of Cooperative Framework Agreements, and greater transparency, all of which have been formally agreed to. It remains to be seen how this translates in practice, given the strong private sector thrust and agribusiness engagement in the New Alliance.

What are the factors that have hindered or facilitated the progress to date?

Factors that facilitated success	Factors that hindered success
Internal: Funding and project management: • Long-term funding that allowed better planning and commitments • Flexibility in funding that allowed new opportunities to be capitalized on • Straight-forward reporting and project management support from central LEAP team • Participation of Oxfam senior management (e.g., Country Directors and OI Executive Director) Capacity and Credibility: • Reinforced advocacy capacity • Having staff in HLF host countries • Oxfam's previous experience in advocacy and policy work • Oxfam's technical expertise on issues • The Oxfam brand and reputation • Oxfam's access to policymakers, negotiators (Sherpas) and parliamentarians • Oxfam's ability to apply "pressure" globally (G20 countries and beyond) • Flexibility of Oxfam teams to adapt to new situations • Appointment of Oxfam to key CS platforms and policy processes Approach: • Collaborative-style of advocacy used • Approach of working in coalition with and supporting CS External: • Alignment of Oxfam's positions with those of many governments • Self-interest of some governments to profile themselves on global development issues • Absence of other international NGOs leading on a range of global development issues covered by LEAP • Availability and interest of CS partners, universities and think tanks • Technical expertise of some CS partners, universities and think tanks	Internal: Coordination and project management: • Confusion of roles with the ECSN project • Challenges in coordination across Strands • Some siloing between Oxfam media, policy and public mobilization staff • Lack of a common LEAP identity for staff • External CS partners: • High staff turnover in Oxfam partners • Some CS opposition to collaboration with global/regional mechanisms and HLF • Barriers placed by authorities for CSOs to operate internationally • Limited capacity of local CSOs to engage in discussions with key development stakeholders and to participate in regional and global fora • Limited ability of CSOs to be able to discuss technical details of some policies (e.g. tax/finance) Perceptions of Oxfam: • Perception in some contexts that Oxfam was dominating the CS space • Perception of Oxfam as following a Northern agenda • Perception that Oxfam was part of the global "system" Governments : • Government opposed to progressive global development policies and practices • Political blockages in governments leading to slow or no policy progress • Constant "moving show" of G20 and BRICS forums (i.e no permanent secretariats or institutional memory) Other: • Domination of external crises that led to lowering of priority to global development issues • Low knowledge of publics and interest in global development issues

5.2. Effectiveness of strategies and tactics

What strategies and tactics have been most effective?

This evaluation understands "strategies" to be the type of approach and way of working, whereas "tactics" are the type of activity, action or tool used to implement a strategy.

Strategies: The following five strategies utilized across the three strands of LEAP were found to be the most effective:

- *Collaborative approach with CS partners and actors:* Across the three strands of LEAP, the collaborative approach used – working with CS partners and other actors (e.g., think tanks and universities) was found in general to be very effective. This had the benefit of creating a broader coalition of actors that could work on an issue up to the global level (e.g. on finance and tax in the BRICSAM countries); using their technical expertise (e.g. Oxfam France's work with Publish What You Fund); and ensuring that national voices were heard. As described in the previous section, there were some limitations to this approach, notably finding the right balance for Oxfam's role (not too dominant but still providing sufficient direction) and the limited number of Southern partners able to work at the regional and global levels.

- *Coordinated approach within Oxfam for policy influence:* An added value of LEAP and a direct result of its funding was the internal network of additional advocacy staff. Although working on diverse objectives and initiatives, these staff used a coordinated approach that was notably beneficial in the EU, US, the BRICSAM countries and the G20 work. In the US, this meant Oxfam could pursue parallel paths (e.g. with USAID, State Department, Congress, etc.) for the same goal. For the BRICSAM activities, it allowed Oxfam and its CS partners to coordinate and simultaneously consult with governments on the same issues; a strategy that was recognised by governments and created more pressure to respond to, knowing that there was a global "push" on an issue rather than it being an issue from a single country or organization. In the BRICS setting, it also allowed countries such as South Africa and Brazil to champion issues that could indirectly influence more recalcitrant governments such as China and Russia. A similar approach was also used for the EU and G20/G8 advocacy.

- *Collaborative approach for policy influence:* Working closely with governments and institutions on policy development was an approach seen across the three strands and in many initiatives. Such an approach capitalized on the technical expertise of Oxfam and its partners (which reinforced their credibility) and helped governments defend their commitments on aid (e.g. in France and the US). A collaborative approach was not possible in all contexts and not without risks, with some CSOs thinking Oxfam was too closely associated with the official mechanisms of the development system.

- *Facilitating South-to-North and South-to-South exchanges:* An effective strategy mentioned by stakeholders in the US and the EU institutions was the approach of bringing Southern CS, government representatives and beneficiaries to meet with Northern government officials – or inviting them for key messaging, e.g. "Aid Champions/heroes" in the US (also used in France). CS partners also mentioned the value of the South-to-South exchanges that allowed the creation of common coalitions or alliances, for example the Brazilian labor unions meeting with their counterparts in Mozambique, facilitated by Oxfam.

- *Adapted messages:* Linked to the previous strategy was the effective use of messages adapted to the given context or issue. Although many messages were evidence-based (e.g. tax justice based on longstanding Oxfam research or on development cooperation research by CS partners), messaging was also often reminding (or supporting) governments of their past commitments (e.g. in France and the US), or providing a human side to very technical issues (e.g. on aid transparency in the EU institutions and US). The use of research to support policy briefs remained a commonly used and convincing approach, according to government officials interviewed.

Less effective strategies were not as evident with some examples cited:

- *Strategies that proved ineffective over time:* This was most evident in regard to Oxfam's engagement in HLF, where initially and prior to LEAP more attention was given to the meeting itself, where many of the decisions were already taken, rather than the preparatory stage. Looking across the G7/8, G20, and other HLF, Oxfam's role during the preparatory stage varied and became more consistent over time. However, positive examples of influence were also found during HLF, such as direct input into policy documents during the G20 Summits. These findings confer with those of the 2013 Summit evaluation[15]. Resources provided by LEAP allowed Oxfam to resolve this issue.

- *Strategic use of social media:* Aside from the online pubic mobilization work in Spain, for the G20 and blogging in the US, there was very little strategic use of digital, online and social media elements for activities, possibly due to limited public outreach work of the different initiatives.

- *Exchange of success stories between initiatives:* Across the initiatives and between the strands there was limited evidence of sharing success stories that could be re-used and adapted, given the shared objectives of LEAP.

Different from other Oxfam advocacy and communication programs, LEAP involved less Oxfam-centric activities, as in virtually all initiatives analyzed, there was an element of working in coalitions or alliances.

Oxfam's collaborative approach with policymakers was occasionally unsettled when it took a more critical stance, although this is a defining characteristic of an insider/outsider strategy. Although criticisms were generally characterized as constructive, occasional 'hard-hitting' critiques or edgier actions alienated policymakers momentarily (e.g. in the US and France).

Tactics: The following table presents the main tactics deployed in LEAP with an accompanying analysis:

Tactic	Analysis	Initiatives where used
Support to CSOs for participation in HLF	Used extensively, this was seen as beneficial both for Oxfam and partners in bringing "CS voices" to decision-makers; some long-term strategy was sometimes missing (e.g. "what next after participation?" and monitoring implementation status of commitments/decisions taken at meetings). The opportunity to present or participate was not always guaranteed.	EU; Pan Africa; BRICSAM; G20; US
Participation in HLF, meetings and holding of side events	Oxfam itself participated in HLF and other meetings and held side events for various stakeholders; this was seen as influential in having direct input into policies or influencing the agenda but varied from meeting to meeting.	EU; Pan Africa; BRICSAM; G20; US

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15   Stedman-Bryce, G. (2013). *Op. Cit.*

Tactic	Analysis	Initiatives where used
Coalition-building	A common tactic that was core to many LEAP initiatives and proved efficient. Advantages seemed to outweigh any disadvantages.	All
Research and policy briefs	Used extensively; based on research by Oxfam, CS partners or by commissioned researchers. Seen as being very effective. Partnering with think tanks and academia brought extra credibility and access to government officials in some contexts, e.g. India.	All
Direct input into policy documents and processes	Oxfam and partners provide input directly or comment on policy texts and meeting agendas/processes; seemed to be effective when access was possible.	US; EU; G20; France; Pan Africa; Japan; BRICSAM
Direct consultations	This involved direct meetings with government officials, parliamentarians, politicians and allies. In most contexts, Oxfam has access to the "right" people and was seen as a serious partner whose input was constructive. Where direct consultation was limited (e.g. India for BRICS), other alternatives were sought, such as working with academics, embassies and think tanks as "relays".	All
Hosting policy dialogue meetings	This involved gathering relevant stakeholders such as CS, government, media and academia to present and discuss a given issue; thought to be effective in creating awareness on the issue, providing multi-stakeholder dialogue opportunities, and involving government officials in a "non-threatening" way.	BRICSAM; Pan Africa, EU; Spain; France, US
Capacity building: coaching/training	The aim of this tactic was to support CS and media in understanding better the regional and global mechanisms of global development.	BRICSAM; Pan Africa
Media activities	Media activities were mainly around events (e.g. G20, WEF) but also to raise general awareness of issues and supplement advocacy (e.g. work with media in Brussels and around WEF). Some challenges seen in getting media interested in global development issues.	US; EU; France; Spain; Pan Africa; Japan; BRICSAM; G20
Creative tactics	This involved work with artists, theater, etc. and the use of stunts. In turn this attracted media attention, but effectiveness of some tactics was yet to be tested.	Spain; G20
Digital and social media	Limited use of this tactic, except some social media activities around the G20 (see below), an important component of the work in Spain and blogging in the US. A novel use was seen in France with the creation of a demonstration website on transparency that proved very effective to demystify the issue for government officials.	France; Spain; G20
Public mobilization	Limited use of this tactic, for example the 2011 G20 Summit (Cannes, France) Tweet campaign got people active on development issues; above-mentioned creative tactics, such as reality-TV show used to trigger interest of public. Other examples: the EU parliamentarian campaign; organization of public manifestations by CS partners outside of meetings in Africa; building of a network of university students for global development in Japan; mobilizing US constituents in key Congressional districts.	EU; Spain; Japan; US; G20; Pan Africa; BRICSAM

To what extent has the local to global approach of this project yielded measureable added value?

Local to global: The following examples illustrate how the "local to global" approach brought added value:

- Amplifying (local) southern voices in the North and putting a human face to complex issues as described above.
- Facilitating the attendance of Southern CS to HLF allowed getting their voices heard in regional and global debates.
- Creating a CS consultative mechanism in the G20 (and eventually in the BRICS Summit) has provided a more permanent venue for local CS voices to be heard.
- Raising awareness on development aid in Spain involved using extensively local issues and voices from the South.
- Working "behind the scenes" on policy development gave a space to voices from the South that eventually was inputted into policy (e.g. Pan African work on aid effectiveness with CS and input into policy documents – see Case Study 3, Annex One).

Global to local: At the same time, there were examples seen where a "global to local" approach brought added value:

- Working with HLF such as the G20 often involved bringing Oxfam's global concerns (e.g. tax justice, aid effectiveness) to the local level in the South, garnering the interest of CS and facilitating advocacy to their governments.
- Presenting global and regional issues during the sessions of the Pan African Parliament facilitated the raising of these issues in the home country of the parliamentarians.
- Research conducted as part of FtF at the country level was a way of seeing how global norms were being applied locally, and then in turn, what learning could be drawn out (for both local and global use).

In these first three years, although the "local to global" approach has brought added value to LEAP, there was the perception from some stakeholders (in the South) that Oxfam has mainly been "pushing" its global agenda (e.g. tax justice) that was perceived by some as a "Northern agenda".

5.3. Project management and coordination

In carrying out the evaluation, a number of observations were made about management and coordination of LEAP, which are described in this section.

Project management: In general, Oxfam staff were positive about the management of the LEAP project, which was centralized in Oxfam America and managed by different staff for each strand. The following points were raised in discussions:

- The global project management was appreciated by staff; it was found to facilitate the work of the different teams of what could have been a very complicated project. The straight-forward reporting and the funding procedure were compared very favorably to other similar projects.
- The relatively long term nature of the project (four years) allowed for better planning and the consequent commitment of staff and their ability to follow up longer term processes.

- For some initiatives, LEAP started nearly a year late (e.g. hiring an advocacy manager for Brazil), which led to delays in starting activities.

Coordination: Coordination was mainly carried out by the Strand Leads and any support staff available to them. The following points were raised in discussions:

- As Strand II and Strand III had common themes that unified staff, they were easier to coordinate. Within Strand II, with the exception of the work in Japan, the countries were working largely on similar issues and priorities that allowed positive exchanges and collaboration. There was regular contact between the advocacy staff and this was encouraged. Because Strand III involved a single affiliate (Oxfam America) it managed internal coordination well. The main coordination challenge there was managing the multi-country FtF research, notably the different levels of interest of Oxfam country offices in managing the research process (detailed further in Case Study 5 – USA).
- Strand I was much harder to coordinate, given that it was dispersed across Africa, Europe, Japan and Brazil. For example, although staff were working on aid effectiveness across the four continents, the differences in contexts and priorities made collaboration and exchanges not always possible or worthwhile. However, positive examples of collaboration were seen, such as the Busan HLFAE in 2011.

Challenges in project management and coordination were identified as follows:

- There was some overlap with other projects, notably the ECSN project for Strand I (Pan African initiative) and Strand II, where the roles and responsibility were not always clear. From what this evaluation understood, this seemed to be less about the capacity building element of both projects (that worked with similar or the same CS partners), but more so about who directed the "content" element (i.e. which project took the lead on setting priority issues for CS work).
- There were some challenges for LEAP in coordinating with other relevant Oxfam programs and projects, one example being the Oxfam's Pan Africa Program which involves LEAP staff as well as Oxfam staff based in the Addis Ababa and Nairobi offices.
- There was an absence of a common LEAP vision for staff to identify themselves with. Positively, this allowed staff to focus on their own initiatives, but the drawback was that they didn't see how they fitted into the "big picture". This was not thought to have had a major impact of LEAP's progress.
- Linked to the above, there was no overall theory of change or a simple visual presentation that aided staff to understand how LEAP fitted together to achieve its goal: empower leaders to alleviate poverty.
- Externally, LEAP had no public profile; of the 87 external stakeholders interviewed for this evaluation, virtually none had heard of LEAP, but more so associated Oxfam with the individual initiative(s) relevant to them. According to Oxfam staff, it was intentional not to have a public profile for the project following the wishes of the donor, the Bill and Melinda Gates Foundation.
- The quarterly reporting ensured that major developments of each initiative were reported and known by the project team and strand leads. However, there seemed to be no consistent tracking of policy outcomes across and within initiatives, with the possible consequence that progress was not tracked, given that many initiatives were working on multiple and sometimes common policy issues.

6. Conclusions and considerations for Oxfam

This evaluation has endeavored to show what LEAP has achieved by the substantial advocacy it allowed Oxfam to do. Oxfam was able to put in place most of the pieces of its LEAP strategy and the results showed. This evaluation's overall conclusion would be that LEAP allowed Oxfam to contribute towards significant policy progress that is expected to eventually reduce poverty and enhance global development.

But what would have happened if LEAP didn't exist? It is reasonable to conclude that certain issues would not have been placed on policy agendas (e.g. transparency in France; tax justice in the G20); key policy positions would not have been defended and some aid budgets would have possibly eroded further (e.g. Spain, EU and US aid budgets); and less coherent pro-poverty policies would have been adopted (e.g. aid effectiveness in Africa, country ownership in the US). Perhaps the most significant difference would have been that the CS would have been in a weaker position in development debates at the national, regional and global levels.

Oxfam was also seen as an appropriate organization for LEAP: it could build on its previous advocacy experience; it was seen as a credible partner by governments and other stakeholders given its technical expertise on the priority subjects; it has a global network and a presence in most of the G20 countries; it has an ability to work with CS and other partners; it was willing to "lead from behind" and put other organizations forward; and it had access to extra funding to support LEAP.

Following are six general conclusions and considerations on LEAP for Oxfam.

1. Policy influence: The evaluation found positive examples of Oxfam's and its partners' influence on policy processes and outcomes, with some distinctive types of influence seen: a) putting CS mechanisms in place in order to have eventual influence; b) direct technical input to policy documents; and c) a watchdog function to remind governments of commitments taken. In general, most policy influence was done in a collaborative environment that was mutually beneficial for both Oxfam and governments. But what are the risks of this approach – could Oxfam one day be "burnt" by its close proximity to governments?

Oxfam and its CS partners were credited (by policymakers) with the technical know-how and policy expertise they brought to the issues. However, are CS partners able to offer the technical expertise required? And how to ensure policymakers will keep offering a space for CS inputs while there are other competitive actors with strong technical expertise in development issues such as the private sector, thinks tanks and universities?

Further, Oxfam has been astute in selecting the policy environments to focus on (e.g. BRICS Summit; directly with USAID; the aid support policies in the EU, etc.), but to what extent is Oxfam able to identify and capitalize on these as they emerge? In a number of countries, changes in the party in power and/or in the balance of power within legislative bodies can significantly alter the opportunities for policy influence; certainly an imminent concern in the US.

Considerations for Oxfam: Oxfam to consider further the risks of its collaborative approach to policy influence, the extent to which it should support further CS partners in their policy expertise, and how it can retain its credibility/trust from policymakers within an increasingly "competitive" environment. An option for Oxfam would be also to keep a "watching brief" on potential policy processes and forums that could emerge as crucial in aid development (e.g. sub-regional grouping; dormant UN forums; BRICS or other initiatives).

2. LEAP tactics: This evaluation illustrated that a wide range of tactics were deployed by LEAP, the most common ones being the use of coalitions and alliances, research-based messaging (but not exclusively, given the effective use of "human" messaging such as bringing southern voices to the north) and direct consultation with governments and their allies. However, there seemed to be little cross-fertilization of tactics across strands. For example, a common research agenda, exchange on and reuse of newly tested tactics (e.g. France's transparency demonstration website; Pan Africa approach to working with WEF, etc.). Actually, this worked better within strands (e.g. G20) and even with other programs or campaigns such as the GROW campaign. The evaluation showed that the use of online media tools was very limited. However, the latter have a lot of potential and offer more and more opportunities to reach key stakeholders. At the same time, LEAP funding enabled Oxfam to be agile in its tactics, for example, by creating temporary posts in host countries in the lead-up to HLF that proved effective, given the influence that the hosts appeared to have on the agenda and proceedings. The decision to locate the BRICS Bank in China is one such example coming up that deserves attention and has already been flagged by Oxfam (i.e. what resources are needed in-country in the start-up phase of the Bank?)

Considerations for Oxfam: Oxfam to consider how it can create more exchanges between strands on tactics with the concrete aim of resource-saving through adaptation/reutilization of tactics and strategies as appropriate. In addition, LEAP should consider reviewing its use of online media tools and should better use its ability to move human resources quickly to match new opportunities (e.g. secondment of staff in host countries of major developments and meetings/ HLF).

3. The global balance in practice: LEAP demonstrated that Oxfam has come a long way in the past three years in being a better collaborator and really investing in advocacy capacity in the South. LEAP supported a genuine strategy for southern engagement instead of a sporadic approach as seen in the past, using southern voices or local profiles when needed. There is still a way to go and challenges faced, but the investment in Strand II and the links made to Strands I and III have been consistent with Oxfam's World-wide Influencing Network (WIN) strategy, and a concrete example of readdressing the "global balance", a key priority of Oxfam's 2020 vision. What this evaluation felt was needed was to build the same strong knowledge base that Oxfam has on northern advocacy, understanding what has and has not worked in southern advocacy, which fits within another key priority of Oxfam's 2020 vision: Knowledge.

Considerations for Oxfam: Oxfam to consider how it could further build a stronger knowledge base on southern advocacy; this would imply more exchanges between Oxfam in the south and building up and documenting advocacy strategies and tactics used.

4. CS role in global development policy: collaboration with CS was a dominant common feature across LEAP initiatives. This evaluation believes there was enough evidence to show that CS does have an influence on development policy outcomes; witness the positive input of CS to policy outcomes in the G20 summits, the US, the EU and at the Pan African level – and this should dispel fears of donors that CS is only a "talking shop" with little concrete results. Oxfam has made a strategic choice (implemented through LEAP) to work within the development system. An alternative would be for Oxfam to stay outside of the system, i.e. refuse to participate in the established processes and advocate for a new systems and/or new processes. What are the risks of being "inside"? How can Oxfam ensure not to alienate those CSOs that remain "outside"? How can Oxfam counter the weaknesses seen with some CS partners whose contribution is key but who lack financial stability?

Oxfam has also successfully contributed to establish CS mechanisms such as the C20. But at what stage will it feel comfortable to step back and let southern CSOs direct further? To date, Oxfam has mostly guided the issues to be raised and it may be a risk to Oxfam's agenda to fully transfer priority setting to local CSOs, which is a distinct possibility with the ECSN project for BRICSAM countries. Nevertheless, this is supporting the direction taken by Oxfam with WIN and the 2020 vision.

Considerations for Oxfam: Oxfam should reflect further on the role of CS within LEAP; how can it do more to strengthen their advocacy capacity and make them genuine co-strategists, being mindful of the risks associated with this in terms of Oxfam's need to direct its own priority agenda.

5. Public support to global development issues: the effort to mobilize broad public support around global development issues was limited to a few LEAP initiatives, notably the G20, Spain, Japan, EU and USA (a small initiative). Roughly speaking, it was theorized that public support needed to change in these contexts in order to foster political support for aid, which has been supported by research in this area. In other LEAP initiatives and contexts, where public support was not a focus, it was not judged as necessary to achieve political support, even more so, that public support could work against political support (e.g. people calling for less ODA given the context of domestic economic crises). National contexts (political, economic, social and cultural) evidently influence the role of public support for global development issues. Across LEAP initiatives there was perhaps more potential to consider the   public's role.

Considerations for Oxfam: Oxfam should consider further the role of public support and its link to political support on global development issues[16]; the current initiative in Spain may be an opportunity to do so.

6. LEAP identity, strategy and priorities: an overview of LEAP and its achievements indicates that initiatives were relatively free in selecting their priorities to contribute to the overall goal; witness the big difference between Spain and France; the US focus on local ownership in ODA that was largely absent from the work in EU given the different modality of the latter, etc. Given the results seen by this evaluation, it could be that more thought is needed as to how the pieces fit together, what are the common lessons learnt, where are the biggest gaps, even if challenging to achieve (e.g., declining ODA of Europe), how is LEAP integrated with other programs and what is the envisaged exit strategy in areas where funding will end. This could also help shape better an overall view of what LEAP is and provide a clearer identity for the project and its staff. Finally, as the aid agenda could be further derailed by world events such as the Syria crisis, the Ebola outbreak and the increasing East-West tension, LEAP may need to consider further future possible scenarios with appropriate assumptions, also as humanitarian aid may overtake development aid in importance.

Considerations for Oxfam: Oxfam to review these evaluation findings with several options (not mutually exclusive) proposed in relation to LEAP's identity, strategy and priorities:

- Refine priorities and strategies for LEAP;
- Set a clearer "big picture" to communicate about LEAP internally;
- Define possible exit strategies as appropriate;
- Conduct some scenario planning on the future of aid.

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16   Also raised in another external LEAP evaluation; Cambridge Policy Consultants (July 2013). *Op. Cit.*

7. Long-term issues

The following are five broad issues with longer term implications identified for reflection by Oxfam as a result of the evaluation.

1. Defending aid: LEAP is based largely on the notion of the worth of ODA as an approach to alleviate poverty and support development. However, this concept is increasingly being questioned and ODA makes up a decreasing component of developing countries' budgets (now down to 6%[17]), even if others would argue that ODA is still very relevant, particularly for least developed countries. In what regard has Oxfam, through LEAP, aligned itself with an outdated concept? There are many alternatives that deserve critical attention from Oxfam, including remittances, domestic resource mobilization and public-private partnerships for development projects. Oxfam is already considering some of these alternatives and it may need to go further in this regard.

2. The impact of HLF: A broader debate exists on the ongoing relevance and impact of HLF, such as the G20 and the G7/8, which Oxfam is well aware of and has taken into consideration in its approach. However, there is little documented reflection by Oxfam (to the knowledge of this evaluation team) on the impact and implementation of HLF policy commitments that Oxfam champions, so as to better inform Oxfam regarding its future priorities and resource allocation (e.g. to advocate for HLF follow-up actions and monitor their implementation). With this respect, Oxfam should consider using existing independent studies (e.g. one study found a high implementation rate (90%) for a food security issue Oxfam has championed, the Agricultural Market Information System)[18]. Further, although it may be too early to assess, what is the impact of the C20 on G20 policy commitments? This may not be a major focus of LEAP, but is worth considering when analyzing results and setting future priorities.

3. Beyond the BRICSAM countries: As this evaluation has found, LEAP has supported Oxfam in establishing a solid anchoring in the BRICSAM countries. The latest WIN strategy[19] recognizes that Oxfam needs to think beyond the BRICSAM countries and the next "in line", notably Indonesia and Turkey. Yet, although mentioned briefly, the Middle Eastern countries seem to be largely absent in this reflection, which is surprising given their rapidly increasing role in development and humanitarian aid. Of note, the highest ODA/GNI average is not in the North but belongs to the United Arab Emirates.

4. Alignment with Oxfam's global advocacy: as a global effort for Oxfam, LEAP has shown that a major, multi-affiliate initiative can achieve significant accomplishments. Many of the policy "asks" in development aid advocated by LEAP are heavily informed by research conducted by Oxfam GB, so there is good alignment between the two. But more broadly, to what extent do the advocacy priorities of key components of the confederation (e.g. Oxfam GB, Novib and OI) align with that of LEAP? This will become even more crucial in the next year as both Oxfam in Brazil and South Africa transform into affiliates and will need (financial) support from the Oxfam network to ensure that projects such as LEAP can be sustained.

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17   Source: http://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS
18   IORI HSE and G20 Research Group, University of Toronto (2012). *Mapping G20 Decisions Implementation: How G20 is delivering on the decisions made.* Page 80.
19   OI (2014) *2020 Proposals: Global Priority Campaigns and Worldwide Influencing Network* (internal document).

5. Growing membership and public support to Oxfam's advocacy: The initiatives in Spain have shown the potential of campaigning for new audiences that have an interest in global development issues. Other Oxfam affiliates, such as Oxfam France, have a membership base that to date was not much implicated in the LEAP initiatives. In the Southern countries, a criticism of Oxfam is its lack of roots in communities and representativeness of their citizens. Yet, the experience of LEAP and campaigns, such as GROW and its project Behind the Brands, illustrate that Oxfam can create interest and a supporter base around global issues – potentially reaching millions[20] – but it is rarely coordinated or used extensively. What are the opportunities and risks for Oxfam to leverage on its membership and to create/mobilize a global online social movement for change that could even give it more legitimacy in its advocacy?

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20   700,000 persons signed an online petition for the Sahel crisis; more than 500,000 have supported online actions for Behind the Brands.

Annex One: Case studies
Case Study 1: European Union

EU Leadership on quality and quantity of aid

This case study focuses on LEAP's support within Strand I - Improving and making the case for aid to fight hunger and poverty – at an EU-Brussels level. The strand's first objective, namely rebuilding the quality and quantity of EU aid as well as putting pressure in terms of public and private advocacy to assure this aid is maintained despite huge pressure on national budgets to reduce development aid funding, is considered in this case study. Also examined are the actions taken as Oxfam, or within a coalition, to maintain that aid and ensure that other donors follow suit.

Background and context

Despite huge pressure, there has been progress in that the EU has not decreased its current overall aid budget, despite the crisis, although some individual EU Member States have done so.

Besides having an intense dialogue with the European institutions (European Commission, Council, European Parliament), the Oxfam Brussels office also speaks directly to the individual Member States, invariably with the coordination and support of the individual Oxfam affiliate. The Oxfam office also speaks to Member States where there is no affiliate (for instance the Nordic countries and those in Eastern Europe). The Nordics in particular are considered Oxfam 'aid champions' and they speak to the other Member States about Oxfam's various aid priorities. Their advocacy has been especially relevant in putting pressure on the EU Council of Ministers (which represents the Member States), specifically on the Foreign Affairs Council. Progress has been made in building relations with key decision-makers within the European Commission (the EU Executive) as well as well as the European Parliament.

Within the EU institutions, various aid and development coalitions/pressure groups, Oxfam is seen as an expert in this area and a helpful partner and rated very highly. In particular, Oxfam is known for the quality of its personnel, its extensive resources, and its skill in employing the full gamut of tools in the advocacy toolbox.

Strategy and approach

LEAP has allowed Oxfam to accelerate and increase its advocacy towards the European Institutions with 2.5 additional staff. From 2011-2013, Brussels accounted for 11% of the total LEAP budget.

Central to Oxfam's overarching strategy is to work within coalitions. Working with allies within CONCORD (the platform of European development NGOs) and ONE (the NGO driven by the musicians Bono and Bob Geldof) and Eurodad (European Network on Debt and Development), Oxfam has been able to give weight and visibility to the causes it cares about. In general, Oxfam tries to bring forward a diversity of opinions, help influence the messaging, and promote positions from a wider civil society.

Oxfam devotes particular resources in developing relationships with key individuals within the EU institutions, in particular the European Commission, as well as the European Parliament and the Council. Furthermore, Oxfam works with its affiliates[21] so that outreach can be effective at national level as well and thereby influence decision making at the Council level.

Oxfam has been active in gathering evidence on the ground in the South, primarily from civil society and from its own programmes, on the effectiveness of aid disbursed, and in sharing that with decision-makers at EU level.

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21   In particular those in Germany, UK, Italy, Spain, France and the Netherlands.

Despite the importance of reaching out and cultivating relationships in the European Parliament, Oxfam has come to the conclusion that overreliance on some outreach tools do not necessarily bring the desired results, such as the organization of events in the European Parliament. In this case, a huge effort can be spent in organizing an event, only to see that the MEPs targeted do not attend but more so their assistants. It has been seen that key is pitching the event at the right moment to mitigate this risk or to use another format (i.e. through official hearings or roundtables).

Achievements

Budget support as quality aid: Budget support is one of Oxfam's preferred mechanisms to address long-term aid-related issues, especially with respect to public education and healthcare. However, some Member States feel that this instrument is more prone to corruption/mismanagement and lacks transparency. For the 2007-2013 funding years, the Commission has maintained a +/-30% average in budget support.

Oxfam has fed into a review of budget support by the European Commission and offered guidelines which the institution has taken up, for example, a greater role for national CSOs[22]. This has helped alleviate concerns by the Member States on the publicly contentious issue of corruption/mismanagement of public funds. Oxfam has supplied specific criteria, suggestions and evidence from civil society on the ground in the South, to demonstrate that budget support is a very important instrument and worth preserving at its current funding level.

Oxfam is now involved in providing input into the programming of aid for individual countries for the next funding period through its country and partners. For the 2014-2020 period, Oxfam is discussing with partner countries and EU delegations on how the aid money should be channeled into specific programmes. In particular, Oxfam is interested in how particular instruments will be used and how effective they will be in reaching the poorest and most marginalized.

A specific example of where Oxfam has played a role in promoting budget support was a conference it organised in July 2011 at which Development Commissioner Piebalgs acknowledged the potential of budget support in delivering aid and that it is not more prone to corruption than projects or programmes. "Thanks to Oxfam, I now understand better how budget support works", he is quoted as having said. Around 80 people were present at that conference[23]. Development cooperation in the EU's Multi-annual financial framework: The EU finalized its Multi-annual Financial Framework, (MFF) 2014-2020 in December 2013 after a lengthy, three-year process. The MFF determines the size of the EU's common budget over a seven-year period and its priorities including development cooperation.

The Oxfam EU office worked throughout the three-year negotiation period to make sure that the budget for development cooperation at least stayed the same as the last budget (as a redline), even though Oxfam had sought an increase. As part of a wider civil society coalition, Oxfam called for an agreement to benchmark 20% of the development cooperation for 'social services' and an overall message was that there are also poor people in Middle Income Countries (MICs), calling for caution in stopping funding to 'wealthier countries'.

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22   Council of the EU (May 2014). *Council conclusions - The Future Approach to EU Budget Support to Third Countries, 3166th Foreign Affairs Council meeting, Brussels*, 14 May 2012: http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/EN/foraff/130241.pdf

23   See the meeting summary notes: http://www.odi.org/sites/odi.org.uk/files/odi-assets/events-documents/4772.pdf

Oxfam worked closely with key allies such as CONCORD and ONE on these issues, developing joint briefings and recommendations, engaging the media, sending letters to key decision-makers, holding or participating in events, and meeting key decision- makers as Oxfam or with allies and mobilized Oxfam affiliates to discuss its messages with their governments.

Oxfam and its CS partners did not reach its ultimate outcome of an increased budget for development cooperation, though it did increase slightly in absolute terms. Oxfam contributed significantly to ensuring that there was not a cut to the development budget (already an achievement in the current economic climate). Oxfam managed to get the agreement to benchmark 20% for 'social services' and get reassurances from the European Commission that it would gradually 'phase out' funding to MICs, with Development Commissioner Piebalgs making clear statements that the Commission understands that poor people also live in MICs and should not be cut off from aid. One of the coalition partners commented, *"Within the CONCORD platform, we worked with Oxfam, coordinated our press reactions, sharing information, and strategizing together. Oxfam has the resources and when it invests selectively, it does an incredible job"*.

Financial Transaction Tax as quality aid: Oxfam's overarching and long-term objective is for those EU states implementing a Financial Transaction Tax (FTT) to allocate 50% of the revenue generated to development and climate finance overseas, and 50% to fight poverty domestically.

In the past year, both through independent advocacy and as part of the wider Robin Hood Tax coalition, Oxfam can claim to have succeeded in using the timing of the European elections, as planned the previous autumn, to contribute to an agreement on the tax at ministerial level. Indeed, on 6 May 2014, three weeks ahead of the elections, EU Finance Ministers declared that the first phase of the FTT would be introduced no later than January 2016, it would include trading in shares and 'some derivatives', and that remaining disagreements amongst the EU11 Euroland[24] countries would be resolved by the end of 2014. This commits the EU11 to a concrete timetable and addresses the once real concern that derivatives would be entirely exempted from the first phase.

In the margins of the agreement, the new French government (since the April 2014 reshuffle) reiterated support for an allocation towards development and climate change and recently advocated for a higher percentage allocation than previously stated. Of note, France introduced its own FTT in 2012 (see Case Study 2). The German SPD party and the German Minister of Development Muller has recently made supportive statements in this area, and indications are that the Minister of Finance Schäuble is open to allocate a share of the EU FTT to international solidarity. Belgium has also renewed its commitment on this issue. Finally, in Spain, the main opposition parties support the allocation of such a tax to domestic solidarity and the fight against poverty and climate change in developing countries.

Transparency in companies will help in fighting poverty: The EU adopted transparency legislation for the extractive and forestry sectors in 2013, the so-called country-by-country reporting, that will make those companies report on what they pay to extract natural resources in developing countries. These new rules require large oil, gas, mining and logging companies to annually disclose the payments they make to national governments on a country-by-country and project-by-project basis. It is a real victory in the fight against corruption as companies in the extractive and forestry sectors will have to disclose what they pay for extracting natural

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24   The term "EU11 Euroland" refers to the 11 EU member states currently using the EURO currency: Austria, Belgium, Finland, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Portugal and Spain.

resources. This will enable CSOs to hold governments to account and ensure this money is used to lift people out of poverty. In addition, the European banking sector will also be required to disclose financial information which will help prevent and fight tax dodging.

The Oxfam EU Office started to work on the legislative process for extractive industries in March 2012 and managed to position itself in the debate, got known by EU targets and Brussels media and worked in coalition with other partners, as one partner commented: *"Oxfam worked very hard on this initiative, it was one of the most active and visible of the coalition"*. In coalition with Eurodad, Oxfam elaborated a joint advocacy strategy and contributed to all Eurodad's advocacy products.

Europe We Want Campaign: The Europe We Want Campaign was an Oxfam joint project around the European Parliament elections, which has seven European affiliates and the EU office in a coordinating role, taking up public-facing campaign work in order to mobilize Oxfam supporters to vote against a background of growing Euroscepticism and the rise of parties from the far-right opposed to many of Oxfam's policy priorities. The work started in March 2014 with awareness-raising and e-actions targeting candidates via online and social media, to university events aimed at students and other public events, all centered on shared key asks outlined in policy papers or 'manifestos', and in the case of a number of affiliates, conducted as part of a broader NGO or civil society coalition. In Brussels, the EU office has also worked with allies, such as CONCORD, Eurodad and CAN Europe, to produce tailored material for the affiliates to use in this campaigning and advocacy work, as well as the sharing of intelligence on MEPs standing for re-election. According to stakeholders, it was difficult to judge how successful the campaign actually was. The voting turnout was not very high in many countries. In those where the turnout was high, it was not favorable to the issues Oxfam were campaigning for. For instance, in France, the main winner was the far right party – which does not necessarily identity with Oxfam's policy positions. But in counterbalance, while there were many far right MEPs elected, there were also many progressive MEPs elected that are more favorable to Oxfam's positions.

Facilitating and hindering the achievements

Achievements have been facilitated by the following factors:

- An 'external' factor which has facilitated progress is the stated commitment of 0.7% of GNI by 2015 to international development by developed countries. Oxfam continues to hold countries to account for this commitment.
- Some countries, realizing that the 0.7% commitment is not enough (and also not one they will actually achieve) are looking for other funding mechanisms, such as the FTT and the Extractive country-by-country reporting – to be able to add to the development 'pot'. Oxfam is keen to keep up the pressure on the extractive/forestry industries, regardless of where they happen to be 'domiciled' for tax reasons, to pay their fair share of the tax.
- Progress is also facilitated by virtue of Oxfam itself – and its reputation. It is seen as a credible partner, bringing added value to the discussions (via ideas, evidence and allies).

Achievements have been hindered by the following factors:

- The economic crisis, which has brought about skepticism among EU Member States about giving more aid, especially in light of having to cut public services so drastically at home. It is becoming harder and harder to defend the current aid funding levels.

- Another factor which has hindered progress has been the problem in finalizing the multi-annual financial framework (in particular the conflict between the Council the European Parliament in this area). The delay has caused a 'knock-on' effect on programming, meaning that there has been a delay in the development of programming and decisions on aid modalities, so understanding what and how the EU will spend its 2014-2020 development budget is unclear.

Strengths/Weaknesses

The strengths cited by stakeholders were:

- **Coalition building:** *According to a senior European Commission civil servant, "Oxfam is strong both when working in a coalition as well as when operating as a single entity. Acting as the voice of civil society on private sector issues, Oxfam is pretty powerful in getting across its message. Oxfam is quite vocal and well informed and its analysis is highly rated."*
  - Oxfam was cited for its coalition work in the area of budget support – which was an incredibly successful joint campaign, and one in which the EU is at the forefront of delivering on. Oxfam was one of the few organizations that really pushed the work forward, in a coalition with ActionAid. Despite the fact that the issue of budget support was deadlocked at EU level, the coalition unilaterally put a position together and pushed for it. This was a collective civil society position which was adopted by the broader civil society and was ultimately influential in terms of the EU's policy, at a time when budget support was not particularly popular amongst some EU Member States (notably Sweden and some of the southern members). Thanks to this work, the EU maintained budget support as one of its instruments in terms of development aid despite the huge danger that it might be dropped. Although different Member States had different views on budget support, in the end it has remained a key instrument.
  - In areas where there is deadlock – like budget support – Oxfam will reach out to break them down and is proactive in pushing consensus. Oxfam is not afraid to take positions which are controversial if it feels there is enough consideration and research to back up that position. Oxfam has been helpful in other areas too, such as the role of the private sector in development, and tax issues.
  - In the tax justice agenda and country-by-country reporting, Oxfam has played a vital role in ensuring sound messaging, good mobilization, leadership, and being an active partner in the publish-what-you-pay coalition.
  - As an organization, Oxfam is particularly good at consensus building – also because of its capacity. Oxfam has a lot of expertise in specific areas – and is quite keen to work with others where it lacks expertise. Oxfam was described by one NGO as "an easy partner".
  - Oxfam's strength overall is in coordination and leveraging development in one jurisdiction to push for development in another.
  - Oxfam does give credit where credit is due when it is a collective action.
  - Oxfam is a very collaborative and constructive organization. It volunteers to take on work, and within an alliance, does more than its fair share. It can go faster if it needs to. Oxfam has a really good balance in how it engages with coalitions.
- **Messaging:** Oxfam is generally effective in getting messages across and some of them come from the global south. Although some civil society organizations don't work well with the partners in the global south, this is not the case with Oxfam, according to

numerous Brussels stakeholders.

- **Policy Analysis:** In terms of policy analysis – Oxfam consistently provides well informed input, including data.
    - Research plays a prominent role. The EC tends to be quite technocratic. Oxfam is adept at challenging their figures, and the basis of their proposals.
    - When new evidence is needed, NGO partners in Brussels know they can rely on Oxfam to mobilize its fieldwork operations to both gather data as well as convey any messages locally.
- **Public Advocacy:** Oxfam is also adept at advocacy and putting pressure where needed. According to a Commission official, *"Advocacy with a basis can help put pressure for change"*.
    - When it comes to Oxfam, the single area in Brussels which can make or break a legislative campaign is having a very intimate knowledge of how the system works, having contacts and having a very good political sense of how to get what you want, who to target, when to mobilize, etc.
    - According to one coalition partner: *"NGOs like Oxfam, which have access and influence to people who are sitting in the room, are the most effective. It's often about knowing the inside game. The people at Oxfam really have that. You need Brussels EU experts who know the institutions, and Oxfam has those. When they get engaged, they know what to do."*
- **Media relations**: The European Commission is responsive to the media – and is concerned about negative press, and Oxfam is good at press outreach, according to a Commission official.

The weaknesses cited by stakeholders were:

- Sometimes due to the fact it is a large organization, there can sometimes be bureaucratic bottlenecks which can slow down processes.
- In the area of public mobilization, not much has been done by Oxfam apart from the Europe We Want campaign. That being said, it is difficult to mobilize the public in Brussels and equally difficult to translate EU policy to the national level.
- Oxfam should continue to maintain a laser-like focus on the policy areas and issues it addresses. If Oxfam really focuses on investing the resources and picking its issues and the right policy processes to weigh in on, the organization can have a formidable impact. When it is spread too thinly – over too many issues - like any NGO, then it doesn't have the same impact.

Lessons Identified

The following lessons were identified:

- To have impact in Europe, partnership is key. A variety of Oxfam initiatives at national level need to be linked up under the aegis of a pan-European strategy if Oxfam is to maximize impact, as has been seen in certain initiatives (e.g. FTT).
- *The areas to focus on:* Oxfam, along with the entire development and aid community, needs to realize that decision-makers are political animals and beholden to their electorates. It is therefore vital to engage with the larger public to secure its support so that it can bring pressure on national politicians to promote development and aid. Oxfam needs to invest in campaigning so that Europeans, who tend to be pro-aid, stand by their commitments.

- *Ways of working:* An improved level of coordination among the various Oxfam offices and affiliates is desirable so that a stronger, more focused strategy can be pursued in its priority areas, as seen with FTT and the Europe We Want Campaign.
- The work that has been delivered by the Brussels LEAP team has been well received as illustrated in this case study. However, it is possible that these individual team members could have been more supported or motivated by knowing how their work fitted into a larger programme of work within the strand and LEAP in general.

Case Study 2:
France and Spain

Aid quantity and effectiveness in France and Spain

This case study focuses on the initiatives funded by the global LEAP grant in France and Spain with emphasis on Strand 1 *(improving and making the case for aid to fight hunger and poverty)* with particular emphasis on Objectives 1 *(pressure on donors for quality and quantity of aid)* and 2 *(contribution to building political momentum on aid quantity, and not supporting any erosion of current aid effectiveness principles)*.

Background and context

Official Development Assistance (ODA) has been a debated topic in OECD countries, and particularly in Europe, since the onset of the financial crisis (Eurozone crisis) in 2009. Currently, both France and Spain are still below the 0.7% ODA commitment. While France has remained relatively stable, with a slight decrease from 0.47% in 2009 to 0.41% in 2013, the economic situation and change of government in Spain provoked a different result in Spain. Since 2009, the government has implemented significant cuts to various budgets, with ODA funding among the most drastically reduced from 0.46% in 2009 to 0.17% in 2013[25].

In Spain, the government has traditionally supported both local and international NGOs through development funding. This changed with the onset of the financial crisis, and even further with the election of the current right-wing government. Since 2009, the ODA budget was cut by almost 70%. This is seen by some as seeking to dismantle ODA as those cuts are disproportionate and considered as hardly impacting the reduction of the public deficit. This has provoked notable erosion in the NGO sector, with many local NGOs shutting down due to a lack of funds. Some noted that part of the reason that the new government continued to cut this budget was also due to the lack of public resistance to the first ODA cuts in 2009. This may have been due to the trust that had been established between the NGO community and the previous government (Zapatero). Some also maintained that even when CS organises protests in Spain (as they did for public health and education cuts), the government does not react. The government maintains that investment in cooperation is strong, but focuses more on collaboration with international organisations such as the UN, rather than investing in NGOs.

In France, the French public is seen to be more informed about its country's role in development abroad and, therefore, there is less need for public awareness and education on this issue. France has a longer tradition of development aid, connected to the links it maintains with its former colonies, mostly in Africa. NGOs have traditionally received strong public support and are considered to have a strong voice, which government respects. There is more opportunity for coalition building through organisations such as the NGO coordinating body (*Coordination SUD*) and the relationship with the government, although tense at times, tends to be closer and more collaborative than that seen in Spain.

Strategy and approach

LEAP has been key to funding activities linked to the promotion of global development issues in both France and Spain. Both countries have advocacy & campaigning teams funded by LEAP with Spain among the largest recipients of LEAP funding (11%) and France much less (4%). Spain

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25   Official OECD ODA statistics:
      France: 0.41% (2013); 0.45% (2012); 0.46% (2011); 0.50% (2010) ; 0.47 % (2009)
      Spain: 0.17% (2013); 0.16% (2012); 0.29% (2011); 0.43% (2010) ; 0.46% (2009)

Activities on public support for ODA:

In Spain, the strategy around ODA was divided into two phases. The first "warm-up phase" launched in 2013, which focused on creating awareness about cooperation as public policy through new ambassadors (cultural), using innovative tactics (comic, art, theatre) and channels (cultural and social media). In this phase, a new form of cyberactivism was implemented, based on knowledge of social networks, message analysis, data visualization and community analysis. The second phase, a broader campaign launched in September 2014, sought to encourage these new audiences to take action to defend aid and cooperation policy during important political moments leading up to the elections at the end of 2015. While advocacy with key policymakers was part of the strategy, the main focus was on mobilising the public through awareness to place pressure on decision-makers to prevent further cuts and ultimately increase ODA. The campaign used a disruptive format for its launch in order to grasp the attention of a wider audience. It consisted of launching a fake reality show ('3de10', which meant choosing three out of 10) without the Oxfam brand. The show consisted of presenting ten profiles of candidates receiving aid in developing countries and viewers were asked to vote (via social media) to eliminate 7 out of 10, showing the human face behind the 70% ODA.

On the day that the OECD DAC published official 2013 ODA figures, a new format of cyberactivism - a "training+e-action" session called #DaTactic (from Data + Tactic) was organized. As a result, #LaAyudaImporta was a national trending topic on Twitter for several hours, and several politicians and influential journalists participated in the action, positioning themselves in favor of ODA on social media.

For two years in a row, Oxfam hosted the two editions of Social Good Summit in Madrid (SGSMAD), a global summit to bring together innovators, entrepreneurs and leaders to discuss ways in which technology and new media could be used to change the world. The aim of the SGSMAD was also to attract representatives from the government, providing a platform for information and dialogue with CS and reaching new audiences that would become supporters and activist for the public campaign.

Activities on political support for ODA: Working in collaboration with the main NGO coordination body for development, *Coordinadora de ONG para el Desarrollo* (CONGDE), Oxfam Intermón sought to raise awareness among the public to increase pressure on governments to raise ODA to at least 20% in 2016. In addition, activities aimed at securing commitment from the government to implement a Financial Transaction Tax (FTT). The "Sí me Importa" initiative aimed to influence the ODA quantity and quality during key political moments. The first step was in September 2014, when Parliament began negotiating the 2015 general state budget. When the budget draft was presented, a social media action was launched in order to protest against the ODA cuts.

France

FTT and defending aid levels: In France, Oxfam's predominant focus was on political advocacy and media work at the highest levels, more so than public awareness as seen in Spain. The priority issues linked to ODA were to maintain the level of investment; preventing any future cuts to the budget. In 2011, Oxfam France became involved in what was known as the "Robin Hood" campaign, originally launched in the UK in 2010 through a coalition of CSOs including Oxfam. The campaign advocated for a FTT, which would be added on purchases and sales of stocks, bonds, commodities, unit trusts, mutual funds, and derivatives such as futures and options. Oxfam and its partners worked to generate public support for the tax prior to, and after the G20 summit, held in November 2011. As France held the G20 presidency at the time, the campaign

contributed to the then French President (Sarkozy), placing FTT as a priority for the November 2011 Summit agenda. After the governments publicly committed to implementing the tax, Oxfam worked to hold them accountable to this commitment. Through the campaign Oxfam was able to collect 500 000 signatures for the FTT and generated over 70 media articles directly related to ODA, 51 of which were published in influential national media read by decision-makers. Oxfam used a "name and shame politicians" tactic, which provoked immediate reactions by officials and allowed it to engage in a dialogue with them.

Coalition building for transparency: The International Aid Transparency Initiative (IATI) created a common international standard for publishing information about aid spending, which all G8 leaders promised to implement by 2015. Oxfam developed a strong coalition to urge France to implement the IATI standard, working with CS members such as *Coordination SUD*, the NGOs Publish What You Fund and ONE. Initiatives included policy briefs, media work, and direct dialogue with the government. A novel approach was adopted by creating a demonstration website to show government officials how easy it was to put transparency in practice. It was subsequently an important tool in briefings with officials and helped to demystify the subject of transparency.

As the lead of the Development Aid committee of *Coordination SUD*, Oxfam also worked for the implementation of the *Development and International Solidarity Programming Law*. The coalition issued press releases, policy briefs and booklets on ODA and development finance for members of parliament, as well as organizing consultations with government. Oxfam focused on the political aspect and the gap between political objectives and actions, as well as issues such as aid transparency, aid to least-developing countries and fragile states.

Achievements

The additional advocacy capacity provided by LEAP allowed Oxfam in Spain to create a new public movement in favor of development aid that is in its initial stages and is yet full tested, but certainly increased its visibility with the Spanish public. In France, LEAP allowed Oxfam to accelerate on several key issues (FTT and transparency) and reinforce its role as a key reference point for global development issues.

Spain

Public support for ODA: Work on public support aimed to raise awareness and understanding about ODA in Spain. Through the efforts leading up to the campaign, Oxfam was successful in effectively engaging in the digital sphere by creating a network, educating and mobilising influencers and raising awareness among new audiences, estimated to be in the hundreds of thousands. Through their activities, Oxfam was able to reach between 70-90% new audiences. For example, 60% of profiles that participated in the online initiative #DaTactic on aid had not followed any of the involved NGOs prior to the event. Several topics linked to the initiative (e.g. #LaAyudaImporta) were trending on Twitter across the country for several hours. The initiative also reached the media, with several journalists publishing articles about the topic and one extended article appeared in the renowned Spanish newspaper El Pais.

The run-up to the launch of the campaign was successful in reaching new audiences and creating awareness/interest in ODA. This was coordinated with the government session to determine the budget allocations for the coming year (2015). The aim of the campaign, launched in September 2014, was to encourage action and already the government has reacted, as detailed below. Approximately 3000 profiles participated in the launch on Twitter, 200 people attended the public launch in the SGSMAD, and over 1000 followed through a live stream. Some members

of parliament also attended the event. The campaign was covered by 62 media channels. Oxfam commented that the campaign was able to generate a debate, raise curiosity and create dialogue among the new audience.

Political support for ODA: As a result of Oxfam's efforts in collaboration with the CONGDE, all political parties (with the exception of the governing party) came together to present an amendment to the proposed 2014 budget to add 400 million Euros to ODA. These political groups also made a public declaration pressuring the government to implement the FTT and use the generated funds for development and social policies. In addition, following a proposal from Oxfam, the Prime Minister included a commitment to increase Spanish ODA (once the economy recovered) in a speech at the UN Assembly in 2013. IN 2014, the overall ODA commitments remained largely unchanged compared to previous years even if the campaign did provoke reactions from the Ministry of Finance and Congress.

France

FTT and defending aid levels: In March 2012, the French government implemented a FTT. This was a major achievement for CS and Oxfam as they were instrumental in motivating the government to commit and implement the tax. However, this remained more of a symbolic success, as the reality was that the funds raised remained limited. The actual funds allocated to development were much lower than anticipated at 10%. While it has since been raised 15% due largely to CS pressure, Oxfam France and partners are now working towards raising the percentage further. The current President (Hollande) recently re-confirmed the commitment of his government to the FTT following pressure from CS, and publically stated that he expected to raise over 500 million Euros annually with the FTT. At the same time, France continued in its role as an advocate for the FTT, particularly within the EU (see Case Study 1). However, CS actions were not successful in preventing a decrease in the ODA budget from 0.45% in 2012 to 0.41% in 2013, even though they felt that without their advocacy it would have decreased further.

This includes the following: summits of the AU heads of State, AU Finance Ministers meetings, WEF for Africa, African Development Forum, BRICS and G20 summits. This includes the following: summits of the AU heads of State, AU Finance Ministers meetings, WEF for Africa, African Development Forum, BRICS and G20 summits. Transparency: France's adoption of the IATA standard was also seen as a major success for Oxfam, as it was perceived as crucial in its implementation, together with their CS partners. For example, during the debate on the budget law, the Minister of Development cited an Oxfam brief in his reasoning for the implementation of the standard. As a result, France committed to implementing the IATI standard in the 16 countries targeted by French aid. A pilot website with information about aid provided to Mali was launched but initially considered substandard by Oxfam. With the coalition, and by highlighting the shortcomings publicly, Oxfam was able to convince the Ministry of Foreign Affairs to release a new version of the aid transparency website, in line with the international standard. It was then further developed to cover other recipient countries such as Niger and Burkina Faso, with a promise to be rolled out further for all 16 priority aid countries.

Following the initiatives with *Coordination SUD*, the French government adopted the *Development and International Solidarity Programming Law* at the end of 2013.The law defines principles, indicators and objectives to guide future French policy on international development and takes into account the main "asks" from Oxfam and CS. One limitation of the law is the absence of a financial commitment as part of the Law.

Facilitating and hindering the achievements

Achievements have been facilitated by the following factors:

- Oxfam's strong position with regard to local NGOs and the integration into local NGO alliances such as the CONGDE in Spain and the *Coordination SUD* in France have provided significant leverage for influence to achieve the set objectives.
- Using political occasions and platforms, such as election years and international summits such as G8 and G20, worked well to put pressure on politicians. For example, France was able to generate national political support and international solidarity through this approach, and Spain was able to generate public attention to ODA in the run up to budgetary meetings.
- Through media work and by underlining specific issues of the government publicly when promises or commitments were not kept, Oxfam France was able to provoke a reaction and prompt further action from the government.
- The cultural initiatives in Spain provoked an interest in the art and theater community, which has links to a very broad audience and was potentially new for Oxfam.

Achievements have been hindered by the following factors:

- The political and economic context in Spain was a challenge, in that the priorities for the public, government and social activists were focused on the domestic agenda rather than international cooperation.
- The change in governments interfered with agendas due to differing positions between incoming and outgoing administrations. For example, in Spain the outgoing government (Zapatero) had a very close link to the CS community, providing significant support and funding without too much scrutiny, while the current right-wing government (Rajoy) has a large majority in national and local governments and has been de-prioritizing cooperation and development policies.
- In France, after the elections in 2012, the new administration lacked political will to reach the 0.7% target and tried to divert the attention from the official ODA target by delegitimizing the OECD ODA criteria.
- In France, development cooperation falls under the jurisdiction of two different ministries (Finance and Ministry of Foreign Affairs), which sometimes don't agree. This has had a delaying effect on progress for issues such as the FTT and IATI.
- In Spain, some internal barriers within Oxfam, due to the nature of the highly innovative initiatives, may have decelerated or interfered with certain tactics to minimize the full impact. There was a divide between advocacy through innovation and traditional approaches, which may have influenced the approval process. For example, an initiative to mobilize volunteers through social media generated a high response but was not followed up due to the lack of procedures to integrate social media volunteers. Also, the LEAP team was unable to make contact with some relevant stakeholders as they were under another department's jurisdiction.
- Working with the media proved effective in France, however, the complexity of ODA can make it difficult to raise the interest of some influential journalists.

Lessons Identified

- Engaging in advocacy at higher levels such as the parliamentary level and with powerful ministries is more effective than exclusively at the ministry level, as seen both in France and Spain.

- A combination of both broad public campaigning and political advocacy is most effective, although the link between the two was difficult to see in the case of Spain and probably would have to be more explicit in the future.
- Finding creative and innovative ways to communicate about the importance of development aid to the general public proved effective in generating interest amongst non-traditional Oxfam audiences that could then hopefully be transformed into activists for the issue - and initial indications were that the government "listened".
- Working with social media requires a participatory approach and each platform has a specific function (e.g. Twitter is good for dissemination; Facebook is good for community building). If these approaches are capitalized on effectively, actions and cyber-actions could have the potential to be very powerful and transformative.
- The ODA issues can be very complex for public audiences; simplifying messages may result in more coverage, both with media and online networks.
- The symbolic success of the FTT in France illustrated that advocacy should also focus on the follow-up and implementation phase of the policies.
- The success of the adoption of transparency standards in France was a good example of a CS coalition working well together with combined forces – Oxfam with its political "Know-how", Coordination SUD with its broad supporter base and Publish What You Fund with its technical expertise on the subject.

Case Study 3: Pan Africa

Support for development policies and CS engagement

This case study focuses on Oxfam's support for development policies and engagement of CS at the Pan African (PA) level, from mid-2011 to mid-2014. This case is a complement to the assessment of LEAP Strand 1, Objective 4 (Increasing political pressure and urgency from recipient countries to donors to deliver more and better aid) and Strand II in general (leadership of BRICSAM countries).

Background

The Oxfam Pan Africa Programme (PAP) works with African citizens, mostly through civil society, so as to achieve their aspirations for justice, equality, sustainable development and stability through improving the implementation of continental-level mechanisms and commitments. Operational since 2003, PAP has focused on three main pillars; Democratic Governance, Gender Justice, Economic Justice, with a fourth pillar added in 2012 – Finance and Development – that is currently funded by LEAP.

Strategies and activities

A broad range of pan African activities funded by LEAP have been initiated by Oxfam, including CS coalition building; organization of policy dialogues/platforms and consultative meetings involving CS, government officials, media and academia; consultations with and presentations to PA institutions (notably the African Union (AU) Commission, the New Partnership for Africa's Development (NEPAD) and the Pan African Parliament) and national governments; active participation and organization of side events in high level meetings at the PA and global level[26]; research providing evidence to back up consequent policy briefs; provision of inputs to texts presented at high level meetings and to consultative processes (that eventually result in key documents such as common positions, consensuses and action plans). As part of its capacity building and information sharing mandate on PA institutions, Oxfam published with the AU the most comprehensive manual on the AU structures and organs and provided training on the structures and functioning of the AU for CSOs, leaders and media representatives. Oxfam has also worked with the media (e.g. press conferences, interviews and articles) to ensure a wide coverage of its key messages at national, regional and continent levels. Some public actions have been also organized on the sidelines of high level meetings (e.g. public manifestations in front of meeting venues).

The bulk of the work funded by LEAP was conducted by one Oxfam staff member, based in Oxfam's Johannesburg office with the support of the Pan Africa Director and the Oxfam teams in Nairobi (PAP) and Addis-Ababa (AU Liaison Office). With respect to CS partners, Oxfam has engaged with Africa-wide coalitions and networks (such as The Reality of Aid Africa Network, African Forum and Network on Debt and Development, the Tax Justice Network-Africa and the Economic Justice Network) as these often represent the voice of their member organizations at PA forums and meetings.

Achievements

There was general consensus among all stakeholders interviewed that Oxfam's Pan Africa activities funded by LEAP have been successful in supporting and influencing PA development policy processes.

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26   This includes the following: summits of the AU heads of State, AU Finance Ministers meetings, WEF for Africa, African Development Forum, BRICS and G20 summits.

Over time, the level of trust from key development stakeholders has increased, thus allowing Oxfam to collaborate closely with PA institutions (mainly the African Union Commission, the Pan Africa Parliament and NEPAD), as well as African and global leaders (mainly those attending the World Economic Forum (WEF) for Africa, G20 and BRICS Summits). Oxfam's expertise and credibility has been key in influencing the content of policy processes, including meeting agendas, resolutions, communiqués, recommendations and follow-up action plans (based on evidence and inputs from the African CS).

Oxfam Pan African work (funded by LEAP) has been instrumental in increasing the voice of the African CS, both in terms of strengthening their capacities to access and engage with key PA development institutions and processes. In addition, Oxfam has contributed to African CSOs becoming more interested and involved in global policy processes such as the BRICS and G20 summits.

More specifically, Oxfam's contribution has been significant towards developing the following policy documents and supporting CS involvement in their drafting:

- African Consensus and Position on Development Effectiveness: This document was presented to the Fourth High Level Forum on Aid Effectiveness (HLF-4, 29 November-1 December 2011). According to stakeholders, it was the first time that Africa went to a multilateral meeting with a common position. As a result, Africa became a strong player in the aid and development effectiveness debate at the global level, with some of the points from the common position being incorporated into the final resolutions of Busan HLFAE.
- Africa Action Plan on Development Effectiveness: This document that operationalizes the above-mentioned consensus was presented to the First High Level Ministerial Meeting of the Global Partnership of Effective Development Cooperation, held in Mexico in April 2014. Oxfam played a critical role in convening preparatory and strategy meetings for CS in the lead up to the Mexico meeting and contributed to influence the meeting agenda. For example, the agenda of the session on Domestic Resource Mobilization was broadened and included issues of Illicit Financial Flows, which resulted in commitments by a number of participating countries.
- Common African Position (CAP) on the post 2015 development agenda: This document demonstrates that Africa is able to speak with one voice despite its diversity and presents a unified set of priorities into the ongoing post MDG negotiation process, thus increasing the likelihood of a full integration of the African position into the global development agenda. CSOs have had some definite influence on the outcome of the CAP, with the first four pillars being designed during the first phase of consultation, in which CS had been very active.
- African Agenda 2063 (commissioned by the AU Summit, yet to be adopted): as a 50-year vision and action plan for inclusive transformation in Africa, there have been a number of consultations in the different regions at which international and local NGOs have participated and influenced the drafting of the agenda framework. Oxfam through its various offices in the regions has been involved in these consultations (e.g. the Oxfam staff member funded by LEAP participated in a workshop hosted by the AU Commission, UNDP and the Africa Governance Institute, in October 2013, where he presented CS input on transparent and accountable management of revenues and allocation of resources to essential services. The input was included in recommendations from the workshop, which were fed into the deliberations on drawing up a framework for Agenda 2063 before the eventual framework was submitted to the AU Policy Organs during the 22nd AU Summit in January 2014).1

As an illustration of Oxfam support to engage CS in high level meetings and mechanisms, Oxfam convened (with three other partners) a meeting with CSOs just prior to the AU Finance and Ministers meeting held in Nigeria in March 2014. This resulted in a CS Statement that was issued at a joint CS press conference, and distributed to participating experts and Ministerial Delegations of African governments.

Oxfam's preparation to and participation in high level meetings, and its capacity to attract media coverage, have also contributed to raise public awareness and draw the attention of policy and other development actors, including the private sector, around key development issues such as Financing for Development - Domestic Resource Mobilization, Tax Justice and Illicit Financial Flows[27]. For example, the participation of Winnie Byanyima, Oxfam International's Executive Director at the WEF Africa 2014, solidified Oxfam's credibility as the development voice at the summit. The high-level event on Tackling Illicit Financial Flows and Inequality in Africa that was co-organized by Oxfam on the sidelines of WEF Africa 2014 did attract a significant amount of media, both due to the panelists[28] and the topic of illicit financial flows and inequality, which is moving to the forefront of discussions of poverty reduction and transformation on the continent.

Facilitating and hindering the achievements

Achievements have been facilitated by the fact that Oxfam is well-recognized and accepted by the CS and the PA institutions for its expertise, commitment, collaboration, strategic thinking (i.e. focus on the right things, at the right time, engaging the right stakeholders and following the right approach) and its ability to partner with and have a respectful attitude towards local CSOs. In this regard, Oxfam does not take over or dominate CSOs, but rather acts as a connector/facilitator, ensuring its policy priorities are well aligned with those of African CSOs. Coalition- building has been considered as very effective by most stakeholders interviewed, as well as Oxfam's use of its global network (17 affiliates and presence in 33 African countries). Achievements have been also facilitated by the combination of policy-influence, media and public mobilization tactics.

Oxfam has also shown its capacity to adapt to changing situations. For example, when Oxfam realized the AU Summit was more and more closed to the CS, and that most decisions were already taken well in advance to the meetings, it shifted its focus to the AU Finance and Ministers meeting, where budget allocation and other important decisions are made. Oxfam has been also able to refine its policy agenda based on current development priorities and gaps. This can be illustrated by the addition of the Finance and Development pillar to the new Oxfam Pan African strategy 2014-2017.

What has hindered the achievements was the turnover within Oxfam partner institutions: as it takes time to build sound and good relationships, the frequent change of staff, especially within political institutions, did not contribute to efficiency. Oxfam staff also reported that the number of African NGOs capable of being active on the Pan African level was limited and that

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27 Oxfam and other organizations played a key role in the creation of the high level Panel on IFF. The Panel recently authored a technical report (to which Oxfam and other CSOs made submissions) to be launched at the ninth African Development Forum (ADF-9) "Innovative Financing for Africa's Transformation" that will be held in Morocco in October 2014.

28 The event was opened by H.E. Mr Thabo Mbeki, Chair of High Level Panel on Illicit Financial Flows from Africa, who praised the efforts of Oxfam and CS partners on the continent in tackling key developmental challenges on the continent and urged consolidation of efforts and partnership between continental bodies and Oxfam and others.

CS coordination was very challenging because some organizations taking the lead on key issues have limited capacity. Another major challenge common in policy advocacy work was that it is a long-term process, very resource-demanding and early commitments do not always transform into expected outcomes, i.e. many battles may be won but this does not guarantee the final victory.

Lessons Identified

The initiative showed that working in close collaboration with PA institutions and CSOs can successfully contribute to strengthening Africa's position and actions on development and aid effectiveness. Most important lessons identified include the following:

- Working with partners and/or coalitions whose membership reaches thousands of people across Africa and having multiple country impacts is very powerful.

- Working with CSOs as facilitator/coordinator versus implementer/leader is an effective strategy as well as leveraging the international brand of Oxfam to give more visibility and credibility to local CSOs (without Oxfam convening power, many small CSO would not be able to speak to Government officials). However, the international brand of Oxfam can sometimes overshadow small CSOs and national/regional initiatives.

- Reinforcing capacity of CSOs at the national level is important because many issues need to be addressed at that level. As most African CSOs are not aware of the PA institutions, procedures and issues, it is necessary to keep supporting them on how to better engage with the PA institutions, but more importantly with their own national parliaments. However, it is challenging to work with CSOs that don't have any guarantee of sustainability (many small NGOs in Africa face financial issues because they depend on western donors).

- Influencing strategies for high level meetings need to be prepared well in advance and in a strategic way to ensure a real influence on final outcomes. It is equally important to keep facilitating the attendance of CSOs with limited financial capacities to these meetings to ensure a "grassroots" voice from Africa.

- OXFAM presence in Addis is very important. However, Oxfam could play a more active role in bringing out national evidence and the work of national CSOs to continental conversations and summits. A contributing success factor for the LEAP activities has been their connections and integration in the broader PAP of Oxfam which could be further capitalized upon.

- A challenge is that many donors reportedly perceive African CS as having limited power and influence on PA institutions and national governments. Therefore, developing African CS is not a priority for them despite evidence that shows the growing influence of African CS.

- In the same way, many donors reportedly perceive PA institutions as "toothless tigers", although their "behind the scenes" influence can be seen, such as in the case of the Busan aid effectiveness process.

Case Study 4: BRICSAM

CSOs, policy processes and national outcomes

This case study focuses on LEAP's support to the BRICSAM countries to build leadership on global poverty and strengthen CS to influence policy at the national, regional and global levels. This case is a complement to the assessment of LEAP's Strand II (G20/BRICSAM), Objectives 1 and 2.

Background and context

The last decade has seen a major change in global economic and political power: a shift from a US- and European-centric model to geographically dispersed economic and political powers, in which the BRICSAM countries have emerged as key players.

BRICSAM countries have gained leverage on the global stage through their own mechanisms, such as the BRICS grouping, and in established forums such as the G20. In these countries, CS priorities have remained largely focused on domestic issues with little attention given to the countries' expanding interests and influence globally. However, even considering the growth seen in these emerging economies, poverty, inequality and unemployment have created increasingly fractured societies.

Strategy and approach

Considering this context, Oxfam adopted a new strategy targeting the BRICSAM countries in 2011, which led to an increase in Oxfam's advocacy capacity in Brazil, India, South Africa, Mexico and in Russia temporarily (in the lead-up to the 2013 G20 Summit hosted by Russia). Advocacy work was also ongoing in China and Southern emerging countries such as Indonesia and Turkey, but they were not a focus of LEAP during this period.

LEAP has been a cornerstone in funding for activities in the BRICSAM countries. In addition to this, additional funding ($4.3 million) from the European Commission also contributed to supporting CS capacity-building in BRICSAM countries through the "Empowering CSO Networks in an Unequal, Multipolar World" (ECSN) project.

Within the BRICSAM countries, a broad range of activities have been carried out. These include building coalitions of interested civil society organizations (CSOs) and other actors such as think tanks and academia; facilitating policy dialogue with government officials and stakeholders; supporting the production of research and consequent policy briefs; active participation of Oxfam and CS partners in national, regional and global policy mechanisms and support in their creation; and media work to draw attention to the issues being addressed.

The main orientation of these activities focused on BRICSAM countries' role, influence and policies abroad and in regional and global forums. A main aim was to mobilize CS to be more engaged with their governments on these aspects. Activities were less focused on domestic policies also considering that this was a priority for other programmes. Oxfam's approach was to work with existing policy processes and to propose new mechanisms in some cases such as a CS forum for the BRICS summits. Oxfam also adopted a flexible approach to maximize on opportunities that arose. This was seen with activities such as the post-MDG debate and the creation of the BRICS Development Bank, which were not highlighted in original plans.

The bulk of the work (funded by LEAP) was carried out by some eight staff[29] across the BRICSAM countries: a global coordinator with two staff in Brazil, South Africa and India respectively and one staff member in Mexico. The funding of strand II (incorporating G20 and BRICSAM initiatives) accounted for approximately 30% of the total LEAP budget.

Achievements

CS capacity: In Brazil, India, South Africa and Mexico, Oxfam played an important role in mobilizing and generating national CS interest in issues of their countries abroad and global development. As a facilitator, organizer and connector, Oxfam created coalitions in countries – or worked with individual CSOs – to be active on issues such as inequality, food security, development cooperation, post-2015 MDGs development agenda, gender equality/women's rights, peace and security and tax justice. These coalitions and organizations have then been able to research, create common positions and advocate to their own governments, as well as in regional and international forum and establish links with CS in other countries to strengthen their advocacy. For example, the Mexican CSO, *El Barzon*, connected with its Brazilian counterpart *la Red Brasileña Para la Integración para los Pueblos* (which is more advanced) to exchange experiences and strategies.

Oxfam's approach was seen as astute, in that it focused more on emphasizing local CSOs as key actors instead of Oxfam itself (even if some stakeholders perceived Oxfam as a dominant actor). For example, in India, success was also seen when abstract concepts such as the G20/BRICS was translated into concrete work streams for CSOs. Oxfam was also able to benefit from the additional ECSN funding for this work. At the same time, CSOs tended to focus on critical domestic issues such as human rights, poverty, hunger and injustice, with a limited number (some ten per country) of organizations actively involved regionally or globally. Brazil was more advanced in this respect with a longer tradition of CSOs involved globally, often seen as a voice for the "Global South".

G20 CS mechanism: Within the G20, according to stakeholders, Oxfam has been instrumental in conceptualizing and establishing the C20 mechanism, which is the official CS forum attached to the G20, and which met for the first time in 2013 in the lead up to the G20 St. Petersburg Summit. Oxfam and its CS partners have since been involved in the deliberations of the C20 and believe their main concerns have secured the necessary visibility in key C20 outputs, such as their position papers and Summit Communiques[30]. For example, in the communique of the Australian C20 Summit (June 2014), issues advocated by Oxfam, such as inequality, food security and tax transparency are well represented[31]. These achievements are distinct but related to influencing the outcomes of the G20 itself, described further below.

BRICS CS mechanism: The role of CS in relation to the BRICS annual summit has varied from summit to summit, with no formal mechanism existing as there is for academia, trade unions and think tanks. In coordination with Oxfam's common BRICS Summit Strategy,

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29   The number of staff working on BRICSAM activities fluctuated given the changing focus of activities, for example a temporary post was funded in Russia in 2012/13 to support activities around the 2013 St. Petersburg G20 Summit; similar funding was provided for Oxfam Australia in 2013/14. Staff in other locations not funded by LEAP (e.g. China and Russia) also collaborated closely on activities.

30   See for example, the Summit Communique of the C20 June 2014 in Australia and related position papers: http://www.c20.org.au/resources/

31   See: http://www.c20.org.au/wp-content/uploads/2014/06/c20-Communique-AUG-2014-2-2.pdf

Oxfam facilitated the first informal meeting between CS and the BRICS sherpas[32] during the July 2014 BRICS summit in Brazil, and also submitted a concept note with CS partners to the South African government proposing the creation of a BRICS CS forum. Feedback indicated that advocacy from Oxfam and CS has resulted in the gradual acceptance of a greater role for CS (as seen in the latest announcement of civil stream under the Russian presidency for BRICS in 2015; www.civilbrics.ru). However, there remain differences in what format the CS role should take, with some government officials advocating for greater links to the existing BRICS forums, e.g. academia, trade unions and think tanks, and developing more CS capacity to engage on substantial issues (e.g. finance).

G20 policy outcomes: In the last twenty years, a key focus of Oxfam's global advocacy has been to influence processes and decisions in the G8, and more recently in the G20, and more generally in high level political forums (HLF). According to Oxfam's own LEAP monitoring, from 2011 to 2013 Oxfam has influenced policy commitments on issues such as inequality, the post-2015 development agenda, financial issues, tax justice and food security. Thanks to the increased advocacy capacity provided by LEAP in South Africa, Brazil, India, Mexico and Russia (temporarily), Oxfam and its CS partners have been able to develop a more in-depth dialogue with these governments, and in some cases, such as on the issues mentioned above, secure their support within the G20. However, it is difficult to determine the precise influence of these countries in the consequent negotiations and drafting of the G20 communiques, where the main policy commitments are found. To some extent, this was also facilitated by the fact that some governments that Oxfam targeted for its influence work were broadly in agreement with Oxfam's positions and a benefit of the "insider approach". In some cases, BRICSAM governments could be encouraged to lead on certain issues, with Oxfam playing a "broker" role to try and have several interested and motivated. South Africa also had potentially more influence as the co-chair of the G20 Development Working Group where progress can be seen in Oxfam's areas of interest.

BRICS Development Bank: Formally launched in July 2014 with statutes, a basic set-up and location determined, the BRICS Development Bank remains to be developed further. Oxfam was seen as one of the only international NGOs interested in the Bank and in working in coalition with interested CSOs to advocate a pro-poor agenda for it. At this stage, it is too early to determine any impact on the strategy of the Bank. Stakeholders indicated that there is potential to influence the Bank, although it will prove challenging if the relatively conservative statutes are any indication. Nevertheless, "sustainable development" sits jointly with "infrastructure gaps" as the Bank's key purpose, and this has yet to be defined and operationalized. One government official commented that CS tended to propose replicating mechanisms and processes seen elsewhere (e.g. within the World Bank) and were not proposing approaches appropriate for this new structure.

Development cooperation policies: In Brazil, India, Mexico and South Africa, Oxfam and its partners have engaged with governments on policies and projects abroad in development cooperation and shared cross-BRICSAM lessons learnt. In South Africa, there have been long standing plans to establish a new agency, the South African Development Partnership Agency, and Oxfam and CS partners have provided inputs for the conception of this agency, although a delay in its creation has led to questions about its priority for the South African government. Brazil has a long tradition of development cooperation, with initiatives spread across various

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32   The "Sherpas" are high-level government representatives (often diplomats) who prepare international meetings (e.g.G20 and BRICS) and negotiate agendas and issues prior to the meetings being held.

institutions. Oxfam and its CS partners have advocated for a more consistent policy and a mechanism for engagement with CS similar to what exists for domestic policies. India and Mexico both have newly established development agencies (in 2012 and 2011, respectively) and have displayed a willingness to engage with CS on development cooperation which shows promise for other countries, even if some sensitivities exist about the role of development cooperation as part of foreign policy.

Sustainable investment projects: The main focus in this area has been on specific projects of governments abroad, such as the ProSavana development project, a joint Brazilian and Japanese initiative on agricultural development in northern Mozambique. According to stakeholders and Oxfam staff, CS pressure has led to more consultation with local communities. Oxfam and its CS partners have been important in establishing connections between CS in all three concerned countries, although there was considerable interest and advocacy on the project from a broad range of INGOs (e.g. GRAIN and Friends of the Earth) and local CSOs in all three concerned and neighboring countries. A partner of Oxfam in India had also carried out a cross-country research on Indian private investment in agriculture in Zambia[33] and it was felt that there was a need for more such research in order to facilitate advocacy on this issue.

National development policies: Oxfam's main focus to date has been on BRICS global and regional role, with national policies taking a second priority. The ECSN project which emanated from LEAP has a stronger focus on national policies linking to global issues. Brazil has been active with its partners, contributing to national policy debates on poverty, inequality and food security. For example, Oxfam's partner, The National Coalition for Agroecology, provided substantial input into Brazil´s 2013 *Agroecology and Organic Production Plan*. Although CS noted that not all elements of their proposals had been fully included in the final version, the plan was seen as an important step toward more sustainable small-scale agriculture[34]. In South Africa, Oxfam and its CS partners have been key in organizing a common CS position on the main themes of the post-MDG debate, and supported local partners to advocate nationally or regionally on global issues with local implications, such as tax justice, gender, peace and security.

However, national policies remain a sensitive issue in the BRICSAM countries where, according to stakeholders, extensive up-front engagement by Oxfam could prove challenging in some cases, given that governments may perceive Oxfam as a foreign and international actor, despite local alliances and origins. At the same time, governments indicated that many of their international policy directions are often guided by their experiences at home, including national policies and practices, indicating an important link between their domestic and international policies. A response from Oxfam has been to ensure that local partners are involved and can lead on issues if feasible and where access is difficult, to work with those actors that are closer and influential on governments, for example think tanks and academia in India.

Facilitating and hindering the achievements

Achievements have been facilitated by the following factors:

- Many of the policy positions that Oxfam was advocating for in the G20 and other HLF were largely consistent with the positions of BRICSAM governments, notably Brazil and South Africa. Further, these governments have relatively progressive approaches

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33   Biswas, A., and Dubey, A. (April 2014) *Indian Private Agro Investments in Zambia: A Case Study.* Policy Research Institute of the African Studies Association. Oxfam India.

34   Brazil launches the Agroecology Plan" (25 October 2014): http://ag-transition.org/3171/brazil-launches-agroecology-plan/

in consulting CS. Such a situation allowed a non-confrontational and collaborative type of advocacy, which potentially could progress further.

- A collaborative approach allowed Oxfam to build longer-term relationships with key government officials, for example, the advisors and support staff of Sherpas.

- Oxfam's focus on international policies meant that this was less sensitive than domestic policies and was open to collaboration. Development cooperation policies, which are potentially more sensitive, show initial positive engagements based on the experiences to date.

- BRICSAM governments in general were interested in being active on international issues and largely appreciated the technical support and policy know-how that Oxfam and its CS partners provided, even if some officials thought more such expertise was needed.

- Oxfam's approach placed local CSOs at the forefront and provided genuine credibility for their advocacy efforts.

- The creation of a global network of Oxfam staff working on BRICSAM issues based in the countries allowed joint strategies and projects across the countries that were more effective in policy influence, although staff thought that even more synergy and sharing of experiences was possible.

- A coordinated advocacy effort across BRICSAM countries facilitated a coherent and consistent set of desired policy outcomes presented to governments and partners.

Achievements have been hindered by the following factors:

- There was a limited number of CSOs in the BRICSAM countries that could engage substantially on the issues, creating potential problems of legitimacy and representativeness, even if network/umbrella bodies were involved.

- Oxfam's position as an international NGO both facilitated and hampered its efforts. On one hand, Oxfam was perceived as a foreign organization without BRICSAM origins and therefore potentially limited its ability to influence governments directly. On the other hand, Oxfam's global network certainly also brought advantages for its work and its CS partners, such as connecting CSOs between the different countries and building consequent coalitions.

- Roles and responsibilities between LEAP and ECSN activities were not always clearly defined, with some confusion seen as to which project was leading the work with CS partners.

- The nature of the advocacy meant that considerable preparatory work was necessary before any policy outcomes could be seen. For example, it took three years to establish the C20 mechanism and the potential influence on policy outcomes only became visible in the past year.

Lessons Identified

The following lessons were identified:

- The significant investment of LEAP in the BRICSAM countries provided increased advocacy capacity that led to changes in policy and processes and allowed Oxfam to pursue additional funding, for example, the securing of funds for the ECSN project.

- Oxfam's approach in placing local CSOs at the forefront proved to be very appropriate in the BRICSAM context, given Oxfam's perception as a foreign and northern actor. Oxfam could even further adapt its approach to the BRICSAM countries and avoid transferring approaches used in the North, for example, in its approach to the new BRICS Bank.

- There was an appropriate focus on establishing CS mechanisms which then could provide a forum for CS consensus and collaboration. But the influence of these mechanisms on policy remains to be proven, and this work has to be balanced with more technical work to directly support progressive governments, which was highly valued by them.

- The initial focus on international policies allowed a positive relationship to be established with governments by Oxfam and its CS partners that could be optimized in the future, notably in domestic policy debates and those on development cooperation, which risks being more sensitive.

- Oxfam's role itself in the BRICSAM countries was more suitable as a "connector, convener and organizer" role than for direct advocacy, with governments indicating the need for a longer-term approach in CS capacity- building, including developing CS spaces for engagement and processes. Oxfam also was skillful in finding alternative routes to governments (i.e. via think tanks and universities) when direct access was difficult.

- The investment by LEAP across BRICSAM countries showed the effectiveness of advocating to governments in a coordinated way (for example, on issues in the G20) that governments also realized was happening and felt they had to respond to such a global effort, compared to single country/issue advocacy.

- The network of BRICSAM staff created by Oxfam has shown their potential for collaboration and working on joint projects that could be further capitalized on in the future to share knowledge, experiences, and best practices.

- The experience of LEAP in the BRICSAM countries for its initial two years showed that advocacy plans and budgets needed to be flexible enough to allow Oxfam and its partners to capitalize on opportunities as they arise, e.g. the BRICS Summits, the BRICS Bank and the national post-MDG processes in some countries.

Case Study 5: USA

The Executive Branch – an insider strategy

This case is about a key component of Oxfam America's aid reform strategy — focusing on its engagement with the Executive Branch, especially the US Agency for International Development (USAID). This strategy was adopted in significant part because of the difficulty of moving policy through Congress; nonetheless its engagement with the executive branch is complemented by its legislative strategy and vice versa. This topic was chosen because Oxfam's legislative strategy has been the subject of a number of internal and external evaluations, whereas its work with the Executive Branch has received limited evaluative attention. This falls under LEAP Strand III, Objective 1.

Background

Foreign aid, despite being less than 1 percent of the US budget, is perennially under assault in Congress. Despite a strong commitment to addressing HIV/AIDS through President's Emergency Plan for AIDS Relief (PEPFAR) and innovations embodied in the establishment of the Millennium Challenge Corporation (MCC), the G.W. Bush administration held the aid establishment in low esteem. Under his administration, USAID staff was drastically cut and largely limited to contract management of private for profit contractors (FPCs) and INGOs that implemented USAID strategy.

The Obama administration was responsive to the aid community's arguments for reinvigorating aid, and placed development alongside defense and diplomacy as core pillars of American power, as articulated in his 2010 Presidential Policy Directive (Maguire, 2014). This commitment to greater ambition had already been reflected in the establishment in 2009 of the Feed the Future Program (FtF), a five-year initiative to address global hunger and food insecurity in the aftermath of the 2008 food crisis. It was further reflected in the 2011 launch of USAID Forward, USAID's five-year strategy, which included a strong commitment to transparency and country ownership. The former seeks to make official aid donors more accountable, not only to their funders (taxpayers), but also to end users of aid, by publishing what and whom they fund. The latter refers to the practice of aligning donor funding with country-level plans and priorities, and getting more funding directed through local organizations and entities – governmental, non-governmental and private sector — rather than US-based FPCs and INGOs.

At the time of the LEAP grant, some of the early optimism about the Obama's reformist agenda and the potential for a reinvigorated aid establishment was waning due to lack of Congressional support, especially with the Democrats losing the House in the 2010 mid-term elections. However, there was still room for progress, given that entities such as MCC and USAID have some latitude to set goals and implement actions, as long as they can manage the politics of reform with its stakeholders and Congress.

Activities and strategies

Oxfam has used an insider strategy and worked with USAID and MCC to create a compelling narrative about the need for and potential of aid reform. It has positioned itself with the foreign aid apparatus as an expert advisor and has contributed substantive input across a range of policy documents, including USAID Forward, USAID's Local Systems Framework, and, on the legislative side, the Foreign Aid Transparency and Accountability Act. LEAP has enabled Oxfam to reinforce its capacity, research and network on these issues. Oxfam has also been instrumental in bringing recipient-country voices into the policy discussions in Congress, USAID, and MCC at briefings convened by itself or by others. Policy research remains an important advocacy tool and Oxfam made a major investment in a series of studies looking at FtF to provide

evidence in support of this signature initiative, which involved field research in five countries where FtF was implemented. The insider strategy has been complemented by a Congressional strategy linked to a number of pieces of legislation that focus on aid effectiveness in one form or another, pursued with the intent of reinforcing or institutionalizing Obama administration reforms through bi-partisan legislation. Oxfam has used visits from inspiring aid recipients and a broad range of constituents (religious, military, and women) to influence both Republican and Democratic legislators, working with allies such as the Truman National Security Program. It has worked with a range of allies and played a leadership role in the Modernizing Foreign Assistance Network (MFAN), which has been an influential player in aid reform discussions. Some seven Oxfam America staff (between 60-100% funded by LEAP) carried out the bulk of the work. The funding of strand III accounted for approximately 22% of the total LEAP budget.

Achievements

There is considerable alignment between Oxfam's policy agenda and that of USAID, MCC, and the Department of State (to a lesser extent). Many of the following achievements reflect critical moments or interventions where Oxfam has pushed for the implementation of the transparency and local ownership agendas.

- Stakeholders believe that Oxfam's in-depth and extensive behind-the-scenes preparatory work in the lead up to Busan HLFAE (November 2011) helped create the momentum that was one factor in the **US's decision to sign onto the International Aid Transparency Initiative**, announced by Secretary of State Hillary Clinton.

- **Oxfam's follow-up on aid transparency has helped make sure that transparency is more than a statement of aspirations.** Oxfam has pushed both USAID and the State Department to meet the deadline for full implementation by 2015 and focus on usability for end users in recipient countries. While noting the many infrastructural problems inhibit progress, respondents acknowledge that Oxfam was holding them to their commitments and providing strategic support on the usability issue.

- **Oxfam has been critical in helping USAID uphold the country ownership target.** In 2011, USAID administrator Rajiv Shah announced a 30% target of USAID funds going through local actors by 2015. This generated a quite significant backlash from both FPCs and INGO recipients of USAID funds. USAID respondents admit they mishandled the announcement and failed to anticipate the intensity of the push-back. They said that Oxfam's research, in which it asked policymakers and CSOs in seven countries their opinions of progress USAID had made as a more responsive and collaborative partner (A Quiet Renaissance in American Aid, April 2013), **shifted the debate** away from a focus on the implications of any changes on USAID grantees to **"where the focus ought to be", on positive outcomes for recipient countries.**

- Most recently, an Oxfam advocacy **push prevented language from being introduced** into the State, Foreign Operations and Related Programs Appropriations bill, which was being lobbied for by FPCs, **which would have limited the amount of funds going to local organizations.** As of 2013, the global average of USAID mission funds going to local organizations was 17.9%, compared to 9.6% in 2010 (USAID, 2014).

- Oxfam also has argued forcefully for ambitious country ownership targets within the context of MFAN and InterAction, the membership organization of US-based INGOs, as well as more local procurement of food aid in food aid reform legislation. **Both transparency and country ownership have been broadly endorsed by the**

NGO community, with significant movement on the part of several of the large implementing NGOs, in part getting on board so they could have a moderating effect as supportive critics on the USAID targets that Oxfam supports.

- **Oxfam has helped position support for effective foreign aid as a bi-partisan issue**, with the draft legislation on foreign aid transparency and accountability getting 56 co-sponsors in the House (nearly evenly divided between Republicans and Democrats) and 8 co-sponsors in the Senate (evenly divided between Republicans and Democrats) and has reinforced its reputation on the Hill as being knowledgeable, pragmatic, and willing to put in the time to work across partisan lines.

- On Feed the Future, **Oxfam research has triggered substantive dialogue with USAID and USAID contractors in several countries at the time of the presentation of results.** What is less clear is Oxfam's influence on support for and the implementation of FtF in Congress or changes regarding implementation in country. While Oxfam has been interested in a legislative strategy to institutionalize FtF, the administration has only belatedly chosen to pursue that approach. Since the administration decided in August 2014 to support FTF authorization language, Oxfam has been working on the Hill to build support for the legislation and to insure that there is specific language in the bill that requires country-led approaches.

Facilitating and hindering achievement

Facilitating

- As noted above, achievements have been facilitated by the fact that there is broad alignment between Oxfam and the administration on the principles of effective aid.

- Oxfam also has a long track record working on US aid issues and is widely respected within the NGO community, the MCC and USAID and in Congress for the quality of its analysis and its staff. It also "puts a human face" on the issues and its willingness to bring representatives from different countries and its work prepping them is widely (although not unanimously) seen as valuable.

- Almost every government official interviewed stated in one way or another that Oxfam has a lot of credibility because it "doesn't feed at the government trough," – i.e. take US government (USG) funding – and therefore is arguing from "a position of principle, not financial self-interest."

- A number of respondents noted that Oxfam deploys its senior staff, including Oxfam America President, Ray Offenheiser, and Senior VP for Policy and Campaigns, Paul O'Brien, who give added weight to the substantive staff work.

- Oxfam staff also make a point of being a visible, vocal and consistent presence at briefings with USAID, MCC, and sympathetic legislators, sometimes organizing them in collaboration with advocacy targets.

- Oxfam's agenda has also been supported by the example of MCC, which provides a standard against which other USG transparency efforts can be measured.

Hindering

- USAID had just come out of a period of downsizing where it lost a lot of its technical staff and there was significant internal recovery to do at the same time it was implementing a reform agenda.

- USAID is big ship to turn, and one of the key factors impeding meeting transparency commitments is multiple internal information systems that do not speak to each other.

- A number of NGO and bellwether respondents complained that the Obama administration wasn't willing to expend its political capital to build more robust support for aid legislation on *the Hill*, although others noted that Rajiv Shah, the USAID administrator, is an effective representative of USAID in hearings before Congress.

- Some peers have said that there was a period where Oxfam was seen as having "a bandwidth issue", in that Oxfam had not followed through on some commitments and, under the pressure of time, had criticized documents or pieces of legislation, without providing alternative language.

- There were a few comments about tactics Oxfam America used that misfired, such as the public launch of the PAPDA-conducted, Oxfam-funded Feed the Future study that put USAID on the defensive and, on the legislative side, what was deemed to be an overly aggressive letter to Kay Granger (R-TX 12) that got the immediate results sought, but led to a cooling of relations with Oxfam. Those making the criticisms qualified them, with positive comments about Oxfam America's overall strategic sophistication.

Lessons Identified

Utility of a Two-Pronged Strategy

Oxfam America has been doing Washington, DC-based legislative advocacy for over two decades and appears to have become a finely honed machine. Under LEAP, it successfully deployed many of the same resources it uses for *Hill* advocacy (research, 'aid hero' visits, media, etc.) to move its reform agenda using an insider strategy. Several USAID respondents said they considered Oxfam an ally that has helped USAID better manage the politics of aid reform.

At the same time, Oxfam has tried to balance its close identification with the Obama administration's policies by continuing to work in a bi-partisan manner on *the Hill*. It has honed arguments around transparency, accountability and local ownership in ways that more conservative members can agree with and used legislative efforts that had little hope of passage to build relationships, under the premise that aid reform work "is a marathon and not a sprint."

Complexity of FtF Research

FtF was one of two signature initiatives that initially were going to be the anchor of LEAP advocacy in the US. The hope was the success of a set of good FtF case examples would bolster Oxfam's policy arguments. The idea, also, was to make a clear "local to global" link in terms of how policy affects programs on the ground with those experiences, in turn, informing policy debates in Washington, DC. Ironically, what gives Oxfam America credibility in Washington, DC (not accepting USG funds) means it had little experience of or standing with USAID at the country level. Oxfam acknowledged that although there was alignment with Oxfam country offices in terms of interest in small holder agriculture, outside of the Haiti case, that was not the same as having a real interest in actually managing the research process or capacity to influence FtF evolution and implementation in country once the research was concluded.

With any new, multi-million dollar initiative, FtF faced plenty of early implementation problems and shortfalls. Oxfam ended up playing more of a watchdog role than it anticipated. In the case of Haiti, the one country where there was strong alignment between Washington, DC and Haiti offices regarding the importance of influencing USAID, there has been some fall out around the very visible, overly critical stance (as perceived by USAID) that Oxfam America was associated

with from the release of the PAPDA study. Oxfam directly sought to address this in the more rigorous design and pre-vetting by USAID of the subsequent study by Fuller-Wimbush and Fils-Aimé before public release, as well as subsequent dialogue. However, based on comments from USAID respondents associated with Haiti, there is clearly some residual ill feeling which may require some further outreach, especially with the mission in Haiti.

Oxfam as a Collaborator

- While peer organizations speak highly of Oxfam's expertise and commitment, there are some tensions around Oxfam policy positions that some organizations feel are problematic - specifically around the goal of a significant shift to country ownership within a short time frame. Some feel that Oxfam's strong criticism of the use of contractors is implicitly implicating them and they argue that Oxfam is "naïve" in that considerable investment in capacity-building, which many INGOs say they are expert in (in contrast to the private contractors), will be required for country ownership truly to deliver. They admit that there is some self-interest involved, but feel Oxfam unfairly dismisses their arguments on this basis. What some stakeholders see as principled and consistent stands, others see as being rigid and inflexible to the point of making it a poor use of time to engage in consensus building with Oxfam on certain issues.

- Many stakeholders wanted to see Oxfam continue with its current focus and strategies. Several challenged Oxfam to be more ambitious in its agenda (beyond just transparency and local ownership); to play a bolder leadership role, and/or to value a broader range of allies and make more concerted efforts to reach the general public to rally their support.

Annex Two: Policy analysis

This annex contains an analysis of 20 policy outcomes and/or steps identified by this evaluation as where Oxfam had influence. This list is not exhaustive of all possible policy influences of LEAP initiatives; more so it is where this evaluation had sufficient insights in order to make an analysis of an acceptable standard.

Key steps/ policy	Significance	Contribution of Oxfam	Strength of evidence	Explanation	Other potential influences
Strand I					
Review of EU budget support for development cooperation (2013-14)	High	High	Medium	Oxfam and CS partners fed into the review of EU budget support and the criteria and specific suggestions were mostly taken into consideration. Strength of evidence rated as "medium" as contribution validated only with limited number of stakeholders.	Other CSOs, EU Member States, MEPs, general political/ economic environment
EU's Multi-annual financial framework (2013)	Medium	High	Medium	Oxfam and CS partners seen as key in maintaining ODA in the MFF. Progress rated as "medium" as ODA not increased but only held steady (an achievement in itself though). Same as above for evidence strength.	Other CSOs, EU Member States, MEPs, general political/ economic environment
Commitment to FTT for the EU (2014)	High	Medium	Medium	Oxfam in coalition was seen as a key contributor to the decision by the EU Ministers of Finance to advance on the FTT by 2016. Same as above for evidence strength.	Other CSOs (notably from HIV/AIDS sector), French government, EU Member States.
Transparency legislation for the extractive and forestry sectors (2013)	High	Medium	Medium	Oxfam was part of a broad number of CSOs advocating for this legislation. The legislation is seen as a significant precedent even if Oxfam's complete "ask" was not achieved. Same as above for evidence strength.	Other CSOs (broad range); extractive and forestry industries; EU Member States, MEPs.
African Consensus and Position on Development Effectiveness (presented to the Fourth High Level Forum on Aid Effectiveness (Busan, 2011)	High	Medium to high	Medium	Reportedly the first time that Africa went to a multilateral meeting with a common position. Some of the points from the common position were incorporated into the final resolutions of Busan HLFAE. Oxfam's contribution was significant towards developing this document and supporting CS involvement in its drafting.	International and African CSOs, NEPAD, ApDev, African champions of Development Effectiveness, African governments.

Africa Action Plan on Development Effectiveness (presented to the First High Level Ministerial Meeting of the GPEDC (Mexico, April 2014)	High	High	High	This document operationalizes the above-mentioned consensus. Oxfam played a critical role in convening preparatory meetings for CS in the lead up to the Mexico meeting and contributed to influence the meeting agenda. For example, the agenda of the session on Domestic Resource Mobilization eventually included issues of Illicit Financial Flows, which resulted in commitments by a number of participating countries.	International and African CSOs, NEPAD, ApDev, African champions of Development Effectiveness, African governments.
Common African Position (CAP) on the post 2015 development agenda	High	Medium to high	Medium	This document presents a unified set of priorities into the ongoing post-MDG negotiation process, thus increasing the likelihood of a full integration of the African position into the global development agenda. CSOs have had some definite influence on the outcome of the CAP, with the first four pillars being designed during the first phase of consultation in which CS had been very active. Oxfam's contribution was significant towards developing this document and supporting CS involvement in its drafting.	International and African CSOs, NEPAD, ApDev, African champions of Development Effectiveness, African governments.
African Agenda 2063 (commissioned by the AU Summit, yet to be adopted)	High	Medium to high	High	International and local NGOs have participated and influenced the drafting of the agenda framework. Oxfam has been involved in these consultations and its proposals, notably on transparency and allocation of resources to essential services have been fed into the Agenda framework.	International and African CSOs, NEPAD, African champions of Development Effectiveness, African governments.
Creation of the high level panel on Illicit Financial Flows (IFF) for Africa	Medium	Medium	Medium to high	Oxfam played a key role in the creation of the high level Panel on IFF. The Panel recently authored a technical report to be launched at the ninth African Development Forum (ADF-9) "Innovative Financing for Africa's Transformation" that will be held in Morocco in October 2014. The impact of the Panel's work is not yet known.	International and African CSOs, NEPAD, African champions of Development Effectiveness.

Implementation of Financial Transaction Tax in France (2012)	Medium	Medium	Medium	Oxfam and its CS partners were constantly involved in advocating for the FTT and Oxfam was mentioned by then President Sarkozy when placing it on the G20 agenda in 2011. This outcome rated as "medium" significance given that the FTT has yet to raise considerable sums for development.	French CSOs (notably from HIV/AIDS sector), French government
Implementation of the IATI by France (2013)	High	High	Medium	Oxfam and its coalition partners, notably ONE, Coordination SUD and Publish What You Fund were seen as crucial in the adoption of the IATA for 16 priority countries, with Oxfam's policy brief cited by the Minister of Development in parliament. Evidence is rated as "medium" as the influence could not be confirmed by government officials (they were not accessible due to recent reshuffles).	Peer governments, French CSOs.
Adoption of the Development and International Solidarity Law in France (2013)	High	Medium	Medium	This is the first centralized law to define principles, indicators and objectives of French policy on international development. Oxfam through Coordination SUD participated in the drafting consultations and assessed that their main "asks" were incorporated, with the exception of a budget commitment for ODA. Evidence is rated as "medium" as the influence could not be confirmed by government officials (they were not accessible due to recent reshuffles).	French CSOs.
Strand II					
Policy commitments of G20 (2011-2013)	High	High	Medium	Oxfam's "asks" reflected in the G20 communiques in following areas: 2011; food price volatility, financial transaction tax, and tax havens; 2012; social protection floors, tax havens and tax transparency, MDGS commitments and climate finance; 2013; tax language and C20 mechanism. Interviewees indicated that Oxfam's role was significant in above-mentioned areas but evidence is rated as "medium" as the influence could not be confirmed by those officials involved in the G20 deliberations (difficult to find and access).	Participating governments, other CSOs, other interest groups (e.g. business).

Establishment of C20 mechanism for G20 (2013)	High	High	High	According to interviewees, Oxfam has been instrumental in setting up this mechanism. Greater representation of BRICS CSOs facilitated through this mechanism.	Participating governments, other CSOs.
Agroecology and Organic Production Plan in Brazil (2013)	High	Medium	Medium	Oxfam and its partner, the National Coalition for Agroecology, provided substantial input into this plan; according to third parties not all elements included but the plan is considered important given its recognition of sustainable small-scale agriculture.	Specialized agricultural CSOs; agro-businesses
Strand III					
Early signature of the US of the IATI at Busan HLFAE US and system-wide commitment (November 2011)	High	Medium	High	Transparency on development assistance was one of key asks of Oxfam; Oxfam involved in discussions with USAID and helped in preparations leading into Busan; role confirmed by multiple interviews. Administration already committed in principle to idea so Oxfam facilitated /influenced rather than drove the process.	People within the administration, including Secretary of State Clinton; Modernizing Foreign Assistance Network (Oxfam a member), ONE.
Local Ownership – From "USAID Forward" (2010) to USAID's Local Systems Framework (2014)	High	Medium to High (at one critical juncture)	High	While there was an existing executive branch commitment to local ownership, the initial rollout caused considerable backlash from contractors and implementing NGOs. Multiple interviewees cited Oxfam research as reframing the discussion and political advice specifically identified in helping build broader support; Oxfam publicly recognized for its contribution; confirmed in multiple interviews.	People within the administration, especially USAID Administrator Rajiv Shah and MCC that is leading the way on this theme; MFAN, Mercy Corps [note: USAID consulted widely on its Local Systems Framework].
Foreign Aid Transparency and Accountability Act (2013) (H.R. 2638/S. 1271)	Low to Medium	High	Medium	This law would institutionalize through legislation commitments the government made through IATI. The bill did not pass (thus the low significance), but it had 56 co-sponsors evenly divided between Republicans and Democrats. Oxfam identified as important in helping persuade co-sponsors.	Administration, MFAN, Transparency International, Publish What You Fund.

Restrictive language removed from 2014 State Foreign Operations and Related Programs (FSORP) Appropriations Bill	High	High	High	Contractors and some implementing INGOs went to the Hill to prevent USAID from channeling more funds through local entities; Oxfam worked closely with Rep. Poe's (Rep-Tex2) and Sen. Marco Rubio's (R-FL) offices to keep this language out. Oxfam on forefront of addressing this threat according to range of interviewees.	MFAN [who is on local ownership working group]; limited engagement by USAID
Key Funding has been protected or increased slightly in the FSROP	Medium	Medium	Low	Given resource constraints, the ability to protect key funding is important. Many organizations engaged in appropriations advocacy so difficult to sort out Oxfam's influence, although it has particularly high credibility as it does not accept USG funds.	InterAction, MFAN, individual INGOs fighting for their piece of the pie, Truman Project

Legend:

Significance	Contribution of Oxfam	Strength of evidence
Unknown Unclear if this development is significant or not.	**Unknown** Evaluation was unable to assess if Oxfam had an influence on change (influence may have occurred but we were not aware of it).	N/A
None This development has no foreseen significance.	**None** Evaluation found no evidence of Oxfam influence.	**None** No evidence was found to support Oxfam's role.
Low This development will have a small significance for the relevant area.	**Low** Oxfam Influence was just one of many possible influences on target.	**Low** Some evidence found but verification not possible.
Medium This development will have some significance (e.g. a commitment) but not yet widespread or systematic.	**Medium** Influence of Oxfam was one of a limited number of possible influences on target.	**Medium** Evidence found, from multiple sources, some verification possible.
High This development significant and there is potential for sustainable and long-term change.	**High** Oxfam was the key or only influence on target.	**High** Substantial evidence found (e.g. multiple sources); verification possible.

Annex Three: List of persons interviewed

AMERICAS

Brazil - External (9)

Name	Position	Organization
Nathalie Beghin	Head of Policy	Institute of Socio-Economic Studies
Carlos Márcio B. Cozendey	Deputy Minister, Secretary for International Affairs	Ministry of Finance
Flávio S. Damico	Minister, Director of the Department of Inter-region Mechanisms (DMR)	Ministry of External Relations
Claudio Fernandez	Policy Advisor	GESTOS
Candace Lessa	Consultant	N/A
Alessandra Nilo	Executive Director	GESTOS
Melissa Pomeroy	Researcher	Articulação Sul
Milton Rondó Filho	Minister, General Coordinator of International Actions Against Hunger	Ministry of External Relations
Sérgio Veloso	Researcher	BRICS Policy Centre

Brazil – Internal (4)

Name	Position
Carlos Aguilar	Advocacy & Campaign Coordinator
Pauline Cazaubon	Regional and Global Influence Programme Officer
Simon Ticehurst	Executive Director
Mirella Vieira	Programme & Finance Administrator
Candace Lessa	Consultant

Haiti – External (8)

Name	Position	Organization
Pierre André	Chef de Cabinet	Ministry of Agriculture, Natural Resources and Rural Development, Haiti
Jacques Bernard	Team Leader for Economic Security and Feed the Future in Haiti	USAID (based in Washington, DC)
Camille Chalmers	Executive Director of the Haitian Platform Advocating for Alternative Development (PAPDA); Professor of Economics	State University of Haiti (UEH)
Nicolas Eberle Eden	Director, Department of Agriculture-North	Ministry of Agriculture, Natural Resources and Rural Development
Gene George	Senior Advisor on the Haiti Task Team	USAID (based in Washington, DC)
John Groarke	Head of Mission	USAID
Pierre Paul Jules	Coordinator	Haitian Solidarity for the Rural Development of Kenscoff
Philippe Mathieu	Director, Agriculture	AVANSE (Feed the Future)

Haiti - Internal (3)

Name	Position
Laurence Desvignes	Northern Haiti Program Manager
Tonny Joseph	Research and Advocacy Coordinator
Roxanne Paisible	Advocacy and Communication Manager

Mexico – External (4)

Name	Position	Organization
Martina Borghi	Coordinator of the Project Empowering CSO Networks in an Unequal Multi-Polar World	El Barzón
Anthony Caswell Peréz	Director of International Affairs and Advocacy	Save the Children
Brisa Ceccon	Project Coordinator, Migration, Development and Binational Citizenship Program	Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo A.C.
Dr. Antonio Alejo Jaime	Postdoctoral researcher and collaborator of the Ministry of Foreign Affairs	Universidad Nacional Autónoma de México (UNAM)

Mexico – Internal (3)

Name	Position
Rocío Stevens Villalvazo	Campaigns Manager
Alejandra d'Hyver	Campaigns Coordinator
Joelle Deschamps	Institutional Alliances Coordinator

AFRICA

South Africa – External (13)

Name	Position	Organization
Bankole Adeoye	Director of Corporate Affairs	New Partnership for Africa's Development (NEPAD)
Lyn Chiwandamira	Senior International Relations Manager	Pan African Parliament
Malcom Damon	Executive Director	Economic Justice Network
Catherine Grant	Head, Economic Diplomacy Programme	South African Institute of International Affairs
Bob Kalanzi	APDev Consultant	NEPAD
Corlett Letlojane	Director	Human Rights Institute of South Africa
Lesley Masters	Senior Researcher	Institute for Global Dialogue, University of Johannesburg
Sheldon Moulton	Director, Economic Development	Department of International Relations and Cooperation
Sanusha Naidu	Independent consultant	N/A
Florence Nazare	Head, Capacity Development Programme	NEPAD

Name	Position	Organization
Delphine Serugama	Director	The Center for the Study of Violence and Reconciliation
Nondumiso Sibanda	International Engagement Coordinator	ActionAid SA
Sipho Theys	Coordinator	South African Forum for International Solidarity (SAFIS)

South Africa – Internal (7)

Name	Position
Thembinkosi Diamini	Governance Manager
Marianne Buenaventura Goldman	Governance Advisor
Pooven Moodley	Associate Country Director
Mthandazo Ndlovu	Governance Coordinator
Tigere Chagutan	Pan Africa Campaigner: Development Finance
Janah Ncube	Director, Pan African Programme
Kevin Roussell	Head of Inequality: Finance for Development and Essential Services Campaign

Africa – Other locations – External (8)

Name	Position	Organization	Country
Christine Andela	Coordinator in chief	Plate-forme Nationale des Organizations de la Société Civile du Cameroun	Cameroun
Nfanda Lamba	Conseiller à l'éducation	Office Africain pour le développement et la coopération	Senegal
Robert Mabala Kasongo	Coordinateur Régional	Réseau des Plates Formes Nationales d'ONG de l'Afrique Centrale	Democratic Republic of the Congo
Eleanor Maeresera	Policy Advisor	African Forum and Network for Debt and Development	Zimbabwe
Henry Malumo	Africa Advocacy Coordinator	ActionAid	Zimbabwe
Alvin Mosioma	Executive Director	Tax Justice Network Africa	Kenya
Jamillah Mwanjisi	Coalition Coordinator	State of the Union	Kenya
Nicholas Ngigi	Capacity Development Coordinator	State of the Union	Kenya

Africa – other locations – internal (1)

Name	Position	Organization
Irungu Houghton	Director, formerly Pan African Programme	Kenya

ASIA PACIFIC

India – External (4)

Name	Position	Organization
Subrat Das	Executive Director	CBGA
Prof. Ajay Dubey	Director, Area Studies Programme on Africa	Policy Research Institute of the African Studies Association
Sachin Chaturvedi	Director-General	Research and Information Systems for Developing Countries
Harsh Jaitli	CEO	Voluntary Action Network of India

India - Internal (4)

Name	Position
Supriya Roychoudhury	World Coordinator
Avinash Kumar	Former Director, Policy, Research and Campaigns (until July 2014)
Pooja Parvati	Research Manager
Deepak Xavier	Lead Specialist – Essential Services. Oxfam/India

Japan – Internal (3)

Name	Position	Organization
Yumiko Horie	Advocacy Manager	Save the Children Japan
Tetsuji Ida	Editor	Kyodo News Agency
Misa Kanegae	CHANGE Leader (Oxfam student volunteer)	N/A

Japan – Internal (1)

Name	Position
Takumo Yamada	Advocacy Manager

Asia Pacific - Other locations – Internal (3)

Name	Position	Organization
Reece Kinanne	Political Engagement Coordinator and G20 Lead (Oxfam Australia)	Australia
Kevin May	Programme Officer, Research and Policy (Oxfam Hong Kong)	Beijing - China
Steve Price-Thomas	Deputy Advocacy and Campaigns Director, OI	Vietnam

EUROPE

Brussels – External (5)

Name	Position	Organization
Tamira Gunzburg	Acting Brussels Director	ONE
Ellen Kelly	Policy Officer	European Commission – DG Devco
Jeroen Kwakkenbos	Policy and Advocacy Manager - aid & international & financial institutions	Eurodad
Lonne Poissonnier	Policy and advocacy coordinator –MFF – Multi Financial Framework	Concord
Marinke van Riet	International Director	Publish What You Pay

Brussels – Internal (3)

Name	Position
Hilary Jeune	EU Policy Advisor, Brussels Office
Natalia Alonso	Deputy Director of Advocacy & Campaigns, Advocacy Office - Brussels
Sophie Freeman	Campaign coordinator, Oxfam International

France – External (4)

Name	Position	Organization
Farida Bena	Policy Analyst	Organization for Economic Co-operation and Development
Gautier Centlivre	Chargé de mission animation du plaidoyer	Coordination SUD
Eduardo Gonzalez	Governance Advisor	Organization for Economic Co-operation and Development
Liz Steele	EU Representative	Publish What you Fund

France – Internal (4)

Name	Position
Christian Reboul	Development Finance Policy Advisor
Ana Jus	Health and Advocacy
Alexandre Naulot	Policy and Advocacy Officer Financing for development
Nicolas Vercken	Head of Advocacy

Spain – External (8)

Name	Position	Organization
Marta Arias	Head of Advocacy	UNICEF
Manuel Barbero	Contemporary artist	N/A
Cristina Durán	Illustrator	La Grua
Miguel Ángel Giner	Comic Artist	La Grua
Álex González	Co-founder	Outliers
Lola Hierro	Journalist at Planeta Futuro	El País

Name	Position	Organization
Francisco Quesada	Vocal asesor del Gabinete de la SGCID, Secretaria General de Cooperación Internacional para el Desarrollo	Spanish Government
Blanca Soto	Owner	Gallery Blanca Soto

Spain – Internal (6)

Name	Position
Alberto Abellán	Student/trainee
Zinnia Quirós	Project Lead, More and Better Aid
Consuelo López-Zuriaga	Head of Advocacy
Pablo Rebaque	Communications Officer of the project More and Better Aid
Saya Sauliere	MEL Advisor of the Project More and Better Aid
María Villanueva Serrano	"More and Better Aid" Research and policy officer

Europe - Other locations – External (2)

Name	Position	Organization	Country
Alexandra Lopoukhine	Senior Community Manager, Civil Society	World Economic Forum	Switzerland
Alex Shankland	Fellow, Power and Popular Politics, Health and Nutrition and Inclusive States Research Clusters	Institute of Development Studies	UK

Europe - Other locations –Internal (1)

Name	Position	Organization
Claire Godfrey	Global Aid Policy Advisor	UK

UNITED STATES

US – External (20)

Name	Position	Organization
Kate Campbell	Senior Policy Analyst on Agriculture	ActionAid USA
Thomas Carrothers	Vice President of Studies, Founder and Director of the Democracy and Rule of Law Program	Carnegie Endowment for International Peace
Lindsey Coates	Executive VP	InterAction
Charles Cooper	Assistant Administrator for Legislative and Public Affairs	USAID
Collin Davenport	Foreign Policy Legislative Aid	Office of Representative Gerry Connolly (D-VA 11)
Astrid Dorelien	Health, Food and Economic Officer, Office of the Special Envoy	US Department of State

Name	Position	Organization
Larry Garber	Senior Advisor Bureau of Policy, Planning and Learning	USAID
Kent Hill	Senior VP	World Vision
Shawnee Hoover	Associate Director Global Policy	Save the Children Fund
Jaclyn Houser	Advocacy Director	Truman National Security Project
George Ingram	Co-Chair Modernizing Foreign Assistance Network, Senior Fellow Global Economy and Development Program	Brookings Institution
Sarah Lucas	Program Officer, Global Development and Population Program	Hewlett Foundation,
Robert Maguire	Professor of International and Development Studies, Elliot School of International Affairs	George Washington University
Luke Murray	Legislative Aid	Representative Ted Poe (R-TX 2)
Larry Nowles	Consultant	Hewlett Foundation and the US Leadership Coalition
Anthony Pipa	Deputy Assistant Administrator, International Policy Advisor	USAID
Eric Postel	Assistant Administrator for the Bureau of Economic Growth, Education and the Environment	USAID
Alex Their	Assistant Administrator for Policy, Planning and Learning	Assistant Administrator for Policy, Planning and Learning
Anne Vaughn	Director of Policy and Advocacy	Mercy Corps
Elizabeth Warfield	Local Solutions Coordinator	USAID

US – Internal (10)

Name	Position
Greg Adams	Director, Aid Effectiveness Team, Policy and Campaigns Department (PAC)
Stephanie Burgos	Senior Policy Advisor, Agriculture, PAC
Marc Cohen	Senior Research, PAC
Barbara Durr	Vice President for PAC and LEAP Manager
Annike Febre	Policy and Advocacy Advisor, PAC
Gawain Kripke	Director of Policy and Research, PAC
Mary Marchal	Senior Policy Advisor Aid Effectiveness, PAC
Kristin Prince	Global LEAP Project Coordinator
Jon Scanlon	Senior Advisor, Organizing and Alliances; Coordinator LEAP
Emmanuel Tumuslime	Policy Researcher Agriculture, PAC

Annex Four: Documents consulted

External documents

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Annex Five: Inception Report

1. Purpose and scope of the evaluation

Purpose: The evaluation of the Global LEAP project aims to contribute to Oxfam's learning in two areas: (1) Oxfam's relative contributions to specific policy advocacy outcomes related to the work under the project, and (2) the extent to which Oxfam's linking of national and global advocacy for policy change has yielded measureable added value.

Audience: The primary audience for the evaluation will be internal, but important secondary audiences include Oxfam funders and relevant allies and networks. The evaluation will also be shared publicly on the Oxfam website, as well as with potential funders and the evaluation community.

Time period and scope: The evaluation will cover the three-year period from the project launch (June 2011) to June 2014. The evaluation may also examine relevant documents and information outside of this period as necessary. Given that Global LEAP is a broad project in terms of geographic reach and involvement of Oxfam affiliates and offices, the evaluation will investigate in-depth select initiatives while providing a broad picture of overall progress.

Evaluation questions: The evaluation will respond to three main questions:

1. What has been Oxfam's contribution to improved policy and practice?
2. What strategies have been most effective?
3. To what extent has the local to global approach of this project yielded measureable added value?

An evaluation framework, found on the next page, has been developed to match these questions to indicators/approach, tools and sources. In addition to responding to these questions, the evaluation will also provide conclusions and recommendations based on the findings.

Limitations: Give the broad nature of Global LEAP, the evaluation will not be able to capture and assess all activities undertaken and results produced. The success of the evaluation also depends upon the availability of Oxfam's staff within affiliates and national/regional offices to collaborate and provide access to their networks and contacts. Access to external partners and "targets", highly desirable for an advocacy evaluation, will depend also upon their willingness to participate.

2. Evaluation Framework

The following chart matches the evaluation questions to indicators/approach, data collection tools and the sources of information.

Evaluation question	Approach and/or indicators	Tools	Sources of information
1. What has been Oxfam's contribution to improved policy and practice? - Strands 1-3 1.1. What are factors that have hindered or facilitated the progress to date?	The extent to which the 9 objectives of Strands I-III[35] of Global LEAP have been achieved. The judgment will be based on assessment of these objectives and select Strand initiatives against documented evidence and perceptions of internal and external stakeholders. Identify factors based on monitoring data and perceptions of internal and external stakeholders.	Desk review Policy analysis Financial analysis Interviews Case study data	- Documentation, policies, media reports and public statements - Monitoring data - Internal stakeholders - External stakeholders
2. What strategies have been most effective? - type of strategy - Strands 1-3 2.1. To what extent has the local to global approach of this project yielded measureable added value?	Identification of the most effective strategies. This judgment will be based on documented evidence and perceptions of internal and external stakeholders. The extent to which "local to global" has been implemented; extent to which it has yielded measurable added value. This judgment will be based on documented evidence and perceptions of internal and external stakeholders.	Desk review Policy analysis Interviews Case study data	- Documentation, policies, media reports and public statements - Monitoring data - Internal stakeholders - External stakeholders

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The evaluation will be carried out through analyses of various sources of information and the deployment of a number of research tools. The following table provides further information on the data collection tools:

Evaluation question	Approach and/or indicators	Tools	Sources of information
Desk review	Review of relevant internal and external documents, including available M&E reporting.	N/A	Review of documentation provided by Oxfam and others sourced directly by the team.
Policy analysis	In-depth analysis of specific policy processes and resulting documentation to determine policy development and Global LEAP's contribution.	1-4	Evaluation team will use this analysis where appropriate (i.e. within a case study) and documentation available. Any selection to be discussed with Oxfam.
Financial analysis	Analysis of available high-level financial data (i.e. official development assistance by country by year).	1	Evaluation team will select financial data as relevant for the case studies and/or global report. This will be sourced by the evaluation team from third party sources, e.g. OECD.

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35   The nine objectives referred to are taken from the internal Oxfam document *Gates Advocacy Grant: Milestone* (27 May 2014).

Evaluation question	Approach and/or indicators	Tools	Sources of information
Interviews - internal	Semi-structured interviews by telephone or in-person. These are considered separate from (but will supplement) case study interviews.	~15	Oxfam evaluation team to develop an initial list for evaluation team, with appropriate balance from the three strands.
Interviews – external stakeholders	Semi-structured interviews by telephone or in-persons. These are considered separate from (but will supplement) information gathered during case study visits. Some will serve as "bellwethers" – experts who can provide an independent view of the project or components of it.	~15	Evaluation team and Oxfam will jointly develop a list, which could include: - National governments - Partners and alliances - Multilateral organizations (UN, EU, World Bank) - Academics - Journalists - Etc.
Case studies	Five case studies selected from the three strands, at the initiative level or at a combination of initiatives (i.e. country level)	5	In-depth investigation into an initiative(s), using a mix of interviews (internal/external) and document review. Selection of the case studies will be jointly made with Oxfam (further detailed below).

3. Data analysis approach

As the aim of the evaluation is to provide an assessment of the Global LEAP project in its totality, key to the evaluation is the collection of a sufficiently broad range of data. This will allow the evaluation to respond to all evaluation questions and report adequately on each of the nine objectives of the project.

In this regard, the unit of analysis for the evaluation will be considered at the "initiative" level, which is often the equivalent of the country level but not always, e.g. for regional or global coverage initiatives. This evaluation understands that this level sits at the following hierarchy of the project:

-Strand
---Objective
------Initiative
-------Strategy
---------Individual tactics

Therefore, the data collection will focus at the initiative level, notably with the case studies, of which each one will examine one or several initiatives. The data collection will be designed to ensure that sufficient initiatives are examined for each objective and each strand. A more detailed mapping of initiatives will be carried out.

In the data analysis, the initiatives of a given objective will be considered together to provide an assessment as to the progress on the given objective. This will then allow a judgment to be made as to the progress on the relevant strand, with any data limitations stated (i.e. "lack of data on Objective xy").

4. Case studies – selection, methodology and format

Five case studies will be undertaken. These case studies will be both "stand-alone" elements and serve as evidence in responding to the three evaluation question.

Selection: The case studies are proposed to be selected on the basis of the following criteria:

-   Strand: representation from all three strands;
-   Geographic: diverse representation from different regions;
-   Maturity: preference for initiative(s) that have completed the bulk of their implementation;
-   Budget: preference for initiative(s) that have a significant budget, i.e. more than USD $275,000.
-   Access: consideration of where Oxfam staff have access to stakeholders and have the capacity to host an evaluation visit.

Based on the above criteria, an initial selection of case studies has been made with first and second priorities.

Relevant initiative (s)	Strand(s) & Objective(s)	Geographic Focus	Budget significance	Maturity	Access
1st priority					
EU's leadership on quality and quantity of aid.	Strand I (Obj. 1)	EU (Brussels institutions)	Significant	Yes	Good
France & Spain: aid quantity and aid effectiveness	Strand I (Obj. 1 & 2) Strand II (Obj. 3)	Spain France	Significant	Yes (mostly)	Good
Role of BRICSAM CSOs in policy processes & national outcomes	Strand I (Obj. 3) Strand II (Obj. 1 & 2)	Brazil South Africa	Significant	Yes	Good
US development policies; aid effectiveness; agricultural aid; executive branch	Strand III (Obj. 1 & 2)	USA Haiti (Feed the Future country)	Significant	Yes (mostly)	Good
Pan Africa: support on development policies; CSO engagement	Strand I (Obj. 4) Strand II (no specific Obj.)	AU South Africa (AU institutions)	Significant	Yes (mostly)	Good
2nd priority					
Leadership agenda of G20; policy aspect	Financial analysis	Financial analysis	Significant	Yes	N/A
Japan's aid quantity and aid effectiveness; role of CSOs.	Financial analysis	Financial analysis	Significant	Yes	N/A
US leadership role in global development efforts; G20 High Level Forum Busan, Mexico.	Financial analysis	Financial analysis	Moderate	Yes	N/A
Voices and experiences of government and CSO leaders in developing countries.	Financial analysis	Financial analysis	Moderate	Yes	N/A

Based on the selection of the first priority, this would cover all objectives of Global LEAP to some extent, as illustrated in the following chart:

Strands	I – Improving aid				II – G20/BRICSAM			II - US	
Objectives	1. EU	2. France Japan	3. Brazil / SA civil society	4. Recipient countries	1. G20	2. BRICSAM leadership	3. Action on poverty	1. Policies	2. Leadership

Additional data will also be collected (e.g. through individual interviews) to cover aspects of the objectives not covered (e.g. Japan for Strand I, Objective 2), to ensure sufficient evidence is available for the overall evaluation report.

Methodology: The case study will be carried out at the initiative level or a combination of initiatives that implies a country-level case study. The main methods to be used include:

- Examination of relevant project documentation, monitoring data and other feedback/ reporting
- Country visits (if relevant) where interviews and discussions will be held with internal and external stakeholders; collection of additional internal and external documentation
- Telephone interviews with internal and external stakeholders
- Policy and financial analysis, if relevant and documentation available
- Analysis and synthesis of data and information collected
- Editing and writing of case study text
- Submission of case study text to relevant Oxfam team for validation.

Each case study will have the same structure with five sections framed by the following questions:

Background and context

- What is the main focus of the initiative(s) and relation to Global LEAP?
- What is the historical context of these issues or other major factors affecting its progress?
- What is the size, profile, role of Oxfam on this issue(s)?

Description

- What level of investment that has been made by Global LEAP? (People, budget – including overlaps with other sources)

Strategy and approach:

- What were the key activities planned and undertaken?
- Who were the main partners and alliances and what role did they play?
- How was the "local to global" approach evident?

Achievements

- What progress has been made towards achieving the relevant Global LEAP objectives?
- What were the most significant achievements and what was Oxfam's contribution?
- What facilitated and hindered these achievements? How did Oxfam adapt to changing situations?

Lessons learnt

- What lessons can be drawn from this case for other contexts? For Global LEAP?

Annex 1 is an information sheet detailing the expectations of the evaluation for local Oxfam teams that will work with the evaluation on case studies.

Format: The case studies will be between 2-4 pages and be written in a way to form part of the evaluation report but also as "stand-alone" documents (i.e. they could be read separately from the overall report.

5. Management of the evaluation

The evaluation team will be managed by Glenn O'Neil, supported by a team of four evaluation consultants in addition to further local consultants, notably for support in the case study data collection (consultants to be identified). Following is a short description of tasks per team member:

Glenn O'Neil will be the liaison with Oxfam, responsible for team management and sign-off on all deliverables from the team, including data collection tools. Glenn will carry out at least one case study (BRICSAM) and assist with other methods as needed (e.g. interviews). Glenn will be the lead in writing the main body of the evaluation report.

Patricia Goldschmid will be responsible for one case study (France/Spain) and carry out other data collection (such as interviews). Patricia will be the lead in developing the products to communicate the evaluation findings.

Laura Roper will be responsible for any US-based data collection i.e. US case study and US interviews. Laura will support the initial document review and the data analysis and report writing.

George Ellis Ruano will be responsible for any EU-based data collection, including the EU case study. George will support the team in other areas of analysis and report writing.

Laetitia Lienart will be responsible for the Pan Africa case study and the financial analysis, in addition to the final quality control of the deliverables.

The following table provides the tentative breakdown of number of days per team member, based on the current selection of case studies.

Field visits for the provisional case studies are listed in the data collection row (if budget allows, the team leader may accompany some team members on additional visits).

Step/days	Glenn	Patricia	Laura	George	Laetitia
Methodology and management (8 days)	7	--	1	--	--
Evaluation tools (2 days)	1	-	1	--	--
Preliminary interviews / document review (4 days)	1	1	1	1	1
Data collection (70 days)	20 (France, Brazil, South Africa)	19 (France, Spain, Brazil)	14 (Haiti)	8	8 (South Africa)
Step/days	Glenn	Patricia	Laura	George	Laetitia
Analysis and results (15 days)	7	2	2	2	2
Totals (99)	36	22	19	11	11

Local consultants: To support the evaluation team with their data collection for case studies, it is envisaged that local consultants will be hired in each country visited (with the exception of the EU or any EU country). Based on the case study selection, this would imply working with local consultants in Brazil, South Africa and Haiti.

Evaluation Advisory Committee: For the duration of the evaluation, an Evaluation Advisory Committee of relevant Oxfam staff has been established. It is proposed that this Committee has a precise role, as following:

- Review of the inception report (early July 2014)
- Review of preliminary findings (late July 2014)
- Review of final draft report (late September 2014)

Within Oxfam, Chris Stalker and Gabrielle Watson will be the main contacts for the Owl RE team.

6. Timetable

The following chart illustrates the scheduling of the key tasks of the evaluation. Based on this schedule, the following milestones are established:

- 30 June 2014: Delivery of first draft of inception report (this document)
- 21-25 July 2014: Presentation of preliminary results

Key step	Responsible	Deliverable	Deadline
Inception report: Methodology & case selection	Evaluation team	Inception report	June 30
Review of inception report	Oxfam Advisory Committee	--	July 7
Preliminary interviews with Oxfam staff & document review; initiatives mapping	Evaluation team	--	July 7-21
Field research plan & evaluation tools	Evaluation team	Field research plan & evaluation tools	July 11
Review of research plan	Oxfam	--	July 18
Confirmation of research plan and visits; communication to countries receiving visits	Oxfam	--	July 18-24
Team briefing: preliminary headline findings from document review and preliminary interviews	Evaluation team Advisory Committee	PowerPoint presentation	July 21-25
Field research & other data collection	Evaluation team	--	July 31 – September 15
Data analysis and report writing	Evaluation team	--	September 1- 21
Draft Evaluation report provided to Oxfam	Evaluation team	Draft evaluation report	September 22
Review of draft evaluation	Oxfam Advisory Committee	--	September 23 - October 6
Comments provided to evaluation team	Oxfam	--	October 6
Evaluation team finalise evaluation report	Evaluation team	--	October 7-19

Final evaluation report provided to Oxfam	Evaluation team	Final evaluation report	October 20
Validation workshop	Oxfam / Evaluation team	Workshop schedule	November 4
Oxfam sign-off on final evaluation	Oxfam	--	November 27
Targeted communication actions to promote evaluation	Oxfam / Evaluation team	Multimedia presentation Webinar / webpage	November 28- December 20, 2014

7. Deliverables

The follow are the key deliverables for this evaluation:

- Inception report (this document)
- PowerPoint presentation on preliminary headline findings (prior to field work)
- Field research plan & evaluation tools
- Draft evaluation report
- Final evaluation report*
- Stand-alone executive summary*
- Validation workshop for key stakeholders/staff

*These documents will be formatted by a graphic designer for a more professional presentation.

Several communication tools will be considered to inform stakeholders of the evaluation process and results (exact tools to be decided jointly with Oxfam) including:

- Multimedia presentation of findings
- Webinar to present findings
- Webpage to present findings (preferably on existing Oxfam website)

Annex Six: Terms of Reference

Oxfam
Global Advocacy Final Outcome Evaluation
Request for Proposals
May 7, 2014

I. Background

In 2011, Oxfam launched a complex, international project aimed at promoting political leadership for global development, with the goal of delivering new commitments to reduce global poverty, especially more and better foreign aid. The advocacy context for global poverty reduction at the time was quite challenging as a result of the economic downturn which was (and in many cases still is) putting pressure on Northern political leaders to solve domestic problems first and eroding support for foreign aid. In this difficult environment, political leadership to aid commitments and global development was acknowledged to be riskier and rarer, but all the more important. The project is truly global in nature, combining efforts of multiple Oxfam affiliates in over 10 countries around the world to achieve the following objectives:

A. Defend against aid cuts and erosion of effective poverty-focused aid, particularly in the EU, Japan and the US, and increase political pressure to deliver more and better aid from recipient countries to donors at national and international levels.

B. Secure commitments in the G20 that make a substantial contribution to global poverty and food justice, by widening the circle of countries providing leadership. In particular, deepening the commitment and capacity of the governments of India, Brazil, South Africa, and Mexico to play leadership roles.

C. **Challenge the United States to be a global development leader**, both in terms of strengthening US development policies and practices and also by playing a stronger leadership role in global development efforts.

Oxfam is seeking a consultant team to carry out a final outcome evaluation of this project, focusing on 3-5 of its initiatives, in order to document the contribution Oxfam has made to policy and program changes and to assess the effectiveness of different approaches.

II. Purpose & Audience

Purpose: The evaluation aims to contribute to Oxfam's learning in two areas: (1) Oxfam's relative contributions to specific policy advocacy outcomes related to the work under the project, and (2) the extent to which Oxfam's linking of national and global advocacy for policy change has yielded measureable added value.

Audience: The primary audience for the evaluation will be internal, but important secondary audiences include Oxfam funders and relevant allies and networks. The evaluation will also be shared publicly on the Oxfam website, as well as with potential funders and the evaluation community.

III. Main Questions to answer through the evaluation

Generally speaking, Oxfam seeks to answer the following questions:
1. What has been Oxfam's contribution to improved policy and practice?
2. What strategies have been most effective?
3. To what extent has the local to global approach of this project yielded measureable added value?

More detailed evaluation questions will be defined once the 3-5 focus initiatives, or cases, are identified.

IV. Process

The consultant will work with the commissioning manager and a core Oxfam advisory committee to agree on a final methodology and case selection, the set of key informants and stakeholders, the questionnaire and/or survey instrument questions, as appropriate, and to ensure the evaluation team has adequate access to relevant documentation.

The consultant will then collect and analyze the data, presenting early findings, and draft reports to Oxfam staff for review and deliberation. This iterative review of preliminary and draft findings is intended to ensure that the final evaluation fully meets Oxfam's needs, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The final evaluation will be delivered after the draft findings have been reviewed and commented on, responding to any remaining questions or data analysis needs identified, and that can be accommodated within the established timeframe and budget. The final report will include a 3 – 5 page executive summary for posting on Oxfam's public website after proofreading, as well as a presentation to Oxfam.

Periodic project management meetings with the evaluation commissioning manager will be held, as appropriate.

V. Timeline & Deliverables

Step/Deliverable	Deadline
Review and selection of the evaluation consultant (Oxfam)	June 10, 2014
Develop methodology & case selection	June 25
Preliminary interviews with Oxfam staff & document review	July 10
Provide preliminary headline findings & field research plan	July 11
Oxfam review of preliminary findings and research plan	July 18
Field research & writing	July 21 – Sept. 19
Draft Evaluation report provided to Oxfam	September 22
Oxfam review of draft evaluation	October 6
Final evaluation report provided to Oxfam	October 20
Validation workshop	November 4
Oxfam sign-off on final evaluation	November 27, 2014

Deliverables:

1. Finalized methodological approach, including case selection (June 25, 2014)
2. Preliminary findings & field research plan (July 11, 2014)
3. Draft evaluation report & verbal presentation (September 22, 2014)
4. Final evaluation report, executive summary, presentation and final invoice (October 20, 2014)

VI. Profile of the ideal evaluator(s)

1. Experience conducting summative evaluations of complex social and political change processes.
2. Very strong qualitative analysis skills, particularly interviews and document review.
3. Experience working on, managing or evaluating NGO-led policy advocacy campaigns, with a particular focus on global poverty and social justice issues.
4. Understanding of national, regional and international policy processes (e.g. G20, High Level Forums).
5. Excellent analytical, writing, and synthesis skills
6. Proficiency in Spanish, Portuguese, and French
7. Ideally, have familiarity with Oxfam and Oxfam's approach to policy and campaigning or similarly structured global social justice organizations

VII.   Indicative Approaches, Methods and Content of the Evaluation

Oxfam believes theory-based evaluation is useful to both make strategic intent explicit and to test the effectiveness of different strategies employed over time and in different geographic and political contexts. Within that broad approach, many methodologies may be employed. The following approaches and methods reflect preliminary ideas, and are offered only as an indication of the modes of inquiry that staff feels may support the purpose of the evaluation. The evaluation team will be asked to propose methodological approaches, within the time and budget constraints of the contract, and the Oxfam evaluation advisory committee will work with the evaluation team to refine and agree to a final approach.

a.   Approaches

- Mixed methods, combining quantitative and qualitative analysis
- User-focused, with the primary intent being to generate useable findings within the objectives set out in the Terms of Reference.
- Triangulation, combining multiple data sources and multiple perspectives to gain insight about a process or result
- Process tracing, to present credible evidence that validates a claim of contribution to policy and/or social change outcomes and testing assumptions about causal pathways
- Select case study methodology
- Validation workshop with key participants and internal Oxfam stakeholders

b.   Potential focus of case studies
A preliminary mapping of initiatives under the project include,

- Advocacy to influence G20 agendas & meeting communiqués (Cannes, Los Cabos, St. Petersburg, Brisbane)
- Advocacy to influence High Level Forum (HLF) agendas & meeting communiqués (Busan, Mexico)
- Advocacy to influence EU leadership on quality and quantity of aid

- Advocacy to Japanese government to keep up political momentum on aid quantity and resist further erosion of aid effectiveness
- Advocacy to influence US Budget Appropriations on the quantity and quality of aid
- Advocacy to ensure US plays a stronger role in global development efforts, including G20, HLF Busan and HLM Mexico
- Among national CSOs in Brazil, India, South Africa and Mexico, increases in i) awareness, ii) capacity, iii) engagement in national, regional and global policy processes
- Among national and local CSOs in Africa and Mexico, increases in i) awareness, and ii) engagement in regional and global processes

VIII. Submitting an Expression of Interest (guidelines)

1. Oxfam invites bids from individuals and groups of individuals with the experience and skills described above. Please send the following to Gabrielle Watson (gwatson@oxfamamerica.org) and Lisa Hilt (lhilt@oxfamamerica.org) by May 30, 2014.

   a. a brief 2 to 3-page expression of interest with a description of the proposed approach, description of deliverables, a proposed budget, and a brief summary of qualifications
   b. A CV detailing relevant skills and experience of no more than 4 pages, including contactable referees (if a group, a CV should be submitted for each member of the evaluation team)

2. Phone interviews with eligible candidates will be held June 2-6, 2014.
3. Final selection will be made by June 10, 2014.

Annex Seven: About the evaluation team

The Owl RE team consisted of eight consultants with the expertise and competencies required for this evaluation, Following are short descriptions of the skills, experiences and skills of each team member:

Team leader:

Glenn O'Neil: As founder of Owl RE, Glenn has led some 100 evaluations, research and communication projects for international organizations and NGOs in over 40 countries, with a specialization in the communications, advocacy and media areas. His skills are in managing multi-country evaluations and supporting organizations in developing evaluation frameworks and methodologies. Glenn has an Executive Masters in Communications Management from the University of Lugano and is currently undertaking a PhD in research and evaluation methodology at the Methodology Institute of the LSE. Glenn is Swiss/Australian and speaks French and English.

Team members:

Jana Garay is a program evaluator with more than four years of experience in the field. Her portfolio of projects includes program evaluations, special research and performance studies/reviews, needs assessments and program development studies with application to social and community programs in the non-governmental sector, as well as large public initiatives, complex programs and policies in both provincial and federal governments. She has contributed to the evaluation of programs and studies in various areas of practices, such as natural resources, health, public health, immigrant integration, bioinformatics, genomics, and environment. Jana has a Masters in Applied Social Psychology from the University of Saskatchewan and is currently based in Mexico City. Jana is a Czech national and speaks Czech, English, French and Spanish.

Patricia Goldschmid has a specialization in communications, online tools and media, with experience in evaluating programmes globally as both a team leader and consultant. As a consultant, instructor, trainer and coach in social media and strategic communications, Patricia has developed key expertise in these areas with clients including NGOs, corporation and UN agencies. She has an Executive Masters in Communications Management from the University of Lugano. Patricia is Swiss/Peruvian and speaks English, French, German and Spanish.

Laetitia Lienart has worked in the field of international development since 1999 in various countries in Africa, Asia and Europe. Her main skills are project planning, design, management, monitoring and evaluation. She is now working as a freelance consultant for UN agencies, NGOs, foundations and other international development actors. Prior to that, she worked as manager and consultant for a private foundation based in London (CIFF), an international NGO based in Geneva (International AIDS Society), several UN agencies (UNICEF, FAO, UNDP, WFP, UNCHS, WHO) in Beijing, Rome and Nairobi, as well as Development Solutions (a European consultancy working internationally in the field of sustainable development). She holds a Master in Political Science/International Relations and another Masters in International Humanitarian Aid (sponsored by NOHA). Currently based in Singapore, Laetitia is Belgian and speaks English, French and Italian.

Laura Roper, Ph.D., is an independent consultant who works with international development and humanitarian organizations in the areas of strategic planning, organizational development, team dynamics, resource development and the creation of applied learning strategies. She has content expertise on a wide range of development and humanitarian issues, including developing

strategies for social justice advocacy, gender and development, and developmental approaches to humanitarian response. Her clients include Oxfam International and its affiliates, ActionAid, Community Supported Films, Global Greengrants Fund, Breakthrough, and Grassroots International, among others. She is an adjunct lecturer in the Sustainable International Development Program in the Heller School at Brandeis University. Prior to going independent, she was at Oxfam America, where she had productive 15-year career. She received her Ph.D. in political science from the University of Pennsylvania, where she also worked as a research coordinator at the Leonard Davis Institute of Health Economics. Laura is American and based in Boston, USA.

George Ellis Ruano is a media and communications specialist with nearly 25 years experience in advising, running and evaluating communications and advocacy campaigns for corporations, trade associations, NGOs, the European institutions and sovereign states. Over the years he has counselled and trained numerous corporate spokespeople, CEOs, heads of state and scientists on media management techniques. His expertise covers corporate and crisis communications, media strategy, public policy including research and technological development, enlargement, employment and social affairs, the environment, financial services, pharmaceutical and ICT industries. He has extensive project management experience, first as a Director at International Public Affairs Consultancy Hill and Knowlton and later as Founder and Director of Gellis Communications. George is Spanish and fluent in English, Spanish, French and Italian.

Nirupama Sarma is an Advocacy and strategic communications professional with over 20 years' international and national experience with UN agencies and INGOs in senior leadership roles. Niru has worked in New York and across different countries in South Asia with substantive experience designing and managing 360° approaches to advocacy, social and behavior change communication across multiple content areas. Her skills include strategy design and program management of advocacy aimed at diverse stakeholders; capacity-building; research and evaluations; documentation. Niru has a Masters in International Health Communication from the University of Texas. Niru is Indian and fluent in English, Hindi, Telugu, Kannada and Tamil.

Ana Paula Schaepers is a communications and media professional with over ten years' experience in Europe and Latin America. Ana Paula has worked on a wide range of projects in a variety of fields including climate change, disaster management, fashion and fast-moving consumer goods. A former journalist, Ana Paula skills include social media, blogging, editing and media training. Ana Paula has a Masters in Media and Communications from the International University in Geneva. Ana Paula is Brazilian and speaks Portuguese, French and English.

Forty percent of the people on our planet—more than 2.5 billion—now live in poverty, struggling to survive on less than $2 a day. Oxfam America is an international relief and development organization working to change that. Together with individuals and local groups in more than 90 countries, Oxfam saves lives, helps people overcome poverty, and fights for social justice. To join our efforts or learn more, go to **www.oxfamamerica.org.**

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