

OXFAM AMERICA
End of Project Evaluation Report

ACCOUNTABILITY THROUGH ACTIVE CITIZENSHIP: IMPROVING PETROLEUM GOVERNANCE IN GHANA, MOZAMBIQUE & TANZANIA

END OF PROJECT EVALUATION REPORT – OVERALL BRIEF

**Katinka C. van Cranenburgh
Chiqui Arregui
Rob Denny**

March 2017



OXFAM
America

As part of our commitment to accountability and learning, Oxfam will share conclusions and recommendations from end of project evaluation reports. Internally we will share with relevant stakeholders, ensuring that they have an opportunity to participate in discussion of those results in meaningful ways. We will also publish the evaluation reports on our website in accessible language.

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 End of Project Evaluation for Oxfam America's Program Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania. The program has been operating in Ghana, Mozambique and Tanzania since July 2014.

The major activities for producing this report took place in February and March 2017. The study was carried out by Katinka C. van Cranenburgh, Chiqui Arregui and Rob Denny and reflects the findings as reported by them as validated with stakeholders. The findings, interpretations, and conclusions expressed in this report are entirely those of the author(s) and should not be attributed in any manner to Oxfam America Inc. or its affiliated organizations, or to members of its Board of Executive Directors or the countries they represent.

The assessment was managed by Kim Miller, Monitoring, Evaluation & Learning Advisor, Extractive Industries Global Program, and commissioned by Keith Slack, Extractive Industries Global Program Director from Oxfam America.

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

CONTENTS

1. PROJECT AND END OF PROJECT EVALUATION OBJECTIVES.....	5
2. TARGET-COUNTRY CONTEXT	5
3. METHODOLOGY.....	7
4. END LINE EVALUATION FINDINGS	7
4.1 Ghana	8
4.2 Mozambique.....	9
4.3 Tanzania	10
4.4 Program Management.....	11
5. CONCLUDING REMARKS.....	12
ANNEX 1: TERMS OF REFERENCE	13

ABBREVIATIONS AND ACRONYMS

ACEP	Africa Centre for Energy Policy
CSO	Civil Society Organization
DAC	Development Co-operation Directorate of OECD
E&P	Exploration & Production
EI	Extractive industry
EITI	Extractive Industries Transparency Initiative
EPE	End of Project Evaluation
E&P	Exploration & Production
FID	Final Investment Decision
LNG	Liquefied Natural Gas
MTA	Mid Term Assessment
NORAD	Norwegian Agency for Development Cooperation
OECD	Organization for Economic Co-ordination and Development
O&G	Oil and Gas

Note: This report summarizes three separate country reports produced for the End of Project Evaluation in Accountability and Active Citizenship Program in Extractives in Ghana, Mozambique and Tanzania. Full details are to be found in those individual country reports.

1. PROJECT AND END OF PROJECT EVALUATION OBJECTIVES

The NORAD- funded **Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania** program (from early 2014 to up and including 2016) aimed to support active and informed community participation, civil society's active engagement and increased and better quality media reporting on oil and gas (O&G) governance issues and processes. In doing so, the program seeks to contribute to a 'good governed' O&G sector.

The objective of the end of project evaluation (EPE) is to analyze and document (i) progress of activities; (ii) results achieved; (iii) relevant contextual changes; (iv) program management practices and (v) put forth recommendations to support the extension of the program planned for 2017-2018. Also, the EPE assesses the program using OECD criteria¹ as well as answers key EPE questions identified by the country office. This EPE follows the mid-term assessment (MTA) conducted in February 2016.

2. TARGET-COUNTRY CONTEXT

Whilst oil prices have increased over 2016, the relative low price per barrel effects final investment decisions (FIDs) of the private sector of key projects in the target countries, especially for Mozambique and Tanzania. In Ghana, oil revenues are vital to decrease the budget deficit and inflation and stabilize the country's currency, conditions set by the International Monetary Fund. In Tanzania, the low oil prices shifted O&G development into the slow lane, with the result that the prospects for gas production are now more distant than at the beginning of the program. For Mozambique, contrary to what was expected, O&G activity in Palma district has been slow. Where a large LNG and floating LNG operation led by private sector companies Anadarko and ENI was expected, the FID has not been made and resettlement has not yet taken place. In fact, uncertain world energy market prices, global political uncertainties and competition among Mozambique, Tanzania and other countries in East Africa have further delayed investments.

Changes in government, both in Tanzania and very recently also in Ghana, provided new political landscapes with unknown risks and opportunities for civil society to engage in O&G development. Throughout the full year 2016, the Ghana project took the opportunity of the national elections, held in December, to accelerate advocacy activities. This resulted in political parties including O&G transparency and accountability objectives in their party programs. In Tanzania, a new government showed a surprising degree of change in terms of its policy and practice, despite coming for the same party as the previous one. It has been more proactive against corruption, but also more severe in its response to criticism from the media or civil society. For Mozambique, the struggle with politically motivated assassinations and the fear of repression continued in 2016. Whilst awaiting the end of the armed conflict,

¹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Mozambique also faced unaccounted state debts, unleashing a huge financial national crisis affecting ordinary Mozambicans and creating a disturbing precedent.

In all three countries (though less so in Tanzania), the government and O&G companies take civil society organizations (CSOs) seriously beyond service delivery functions. It is evident that the program has contributed, albeit not alone, to increasing the knowledge and awareness of O&G among communities, CSOs and media players. Whilst in Ghana it is possible to establish direct attribution lines between program interventions by CSOs (Oxfam, partners and others working on O&G revenue management) and the overall situation of accountability and citizenship in extractives in the country, in Mozambique and Tanzania the connections between interventions and expected outcome level results are less clear. The program in Mozambique lacks a clear design, and has faced changes in partnerships and management, while in Tanzania it is difficult to attribute changes in the national O&G context to the program.

Internal contextual changes in 2016 were most relevant in Tanzania and Mozambique where a restructuring process occupied much staff time at the same time as providing potential future benefits. Program staff adapted interventions reflecting on external contextual changes. Interventions remained within the program goal but ensured effectiveness within the changing context.

Further country specific aspects of relevance in 2016 are:

- **Ghana:** 2016 can be earmarked as a significant year for O&G governance development in Ghana: the long-awaited Exploration and Production (E&P) Bill came into operation and O&G governance was debated amongst politicians and candidates in their pathway to the national elections. CSOs as well as the media contributed significantly to the progress made and Oxfam and partners particularly were found to be key parties in the process. The lack of contract transparency and difficulty for civil society to monitor revenues remain huge barriers to good governance. The artificial split of the energy debate from the revenue debate requires revision of donor and CSO strategy.
- **Mozambique:** A new president came into power early in 2015, but the revival of armed struggle and politically motivated assassinations were the backdrop against which the program was implemented. The fear of repression peaked in 2014-15 and still lingered in 2016. The discovery of unaccounted state debts triggered an economic crisis and created an important precedent. In addition to the LNG prospects in the northern district of Palma, the O&G sector continues attracting increasing interest: a fifth round of bidding for the concession of exploration areas was concluded within the program period and Sasol received approval to expand its operations in Inhambane. While the future developments of the industry in the country remain uncertain, expectations around O&G investments and income continue being very high.
- **Tanzania:** A new government took power in 2015 after probably the most competitive elections in Tanzania's democratic history. Shortly before the election, the legislative framework around O&G was filled out with three new Acts, which established an industry regulatory body, cemented the extractive industries transparency initiative (EITI) in national law, and set up an O&G Fund. Two new oil pipelines (to Uganda and Zambia) are planned, together with the opening of the Lake Tanganyika basin to oil exploration. The low oil price, however, delayed the prospect of the major companies reaching the point of Final Investment Decision.

3. METHODOLOGY

The EPE was implemented in three discrete phases: (i) inception; (ii) data collection; and (iii) analysis and production of deliverables.

The EPE was based on a qualitative approach, which included a thorough literature review encompassing academic articles, partner reports, publications, media clippings and in-country news, and interviews. A total of total of 95 interviewees were reached across the three countries of which 41 had participated in either the baseline survey or the and Mid Term Assessment (MTA).

Women (34 in total) represented 32.3% of the interviewees reached, reflecting the continued predominance of male participation among stakeholders working on O&G issues in the three countries.

The same set of non-statistical quantifiable indicators used in the baseline survey and MTA was used among EPE interviewees. A longitudinal perspective was integrated by asking first-time

	total # of respondents	of which participated before	total # of female respondents
Ghana	27	12	6
Tanzania	41	15	17
Mozambique	27	14	11
Total	95	41	34

interviewees to describe if the ratings attributed to their responses represented an increase, decrease or stability of the situations assessed. Unfortunately, some planned interviewees could not be reached, which could result in data gaps and limit the comprehensiveness of findings.

4. FINDINGS

This section presents summarized findings for each country targeted by the program.

Progress in the implementation of planned activities is mixed across the 3 countries. For historic and contextual reasons, the Ghana program has managed to obtain most results with its activities. The Mozambique and Tanzania programs are at an early life-cycle status and require ongoing support to reach the same level of impact as that seen in Ghana.

Increasingly, civil society is gaining ground in the O&G debate. The importance of fulfilling a watchdog role in the three countries is highly relevant as governments are making contract deals with private sector companies which (can) have significant impact in the three economies at stake. Creation of a level-playing field, whereby government, the private sector and civil society have similar knowledge and capacity to influence the future of each countries' economy and thereby the livelihoods of many is currently evolving; albeit more rapidly in Ghana than in Tanzania and Mozambique.

Applying the OECD's Development Co-operation Directorate (DAC) criteria for evaluating development assistance² indicate the level of performance at each country. In the following sections we highlight the *relevance, effectiveness, efficiency, impact and sustainability* of each country, followed by very brief outcome statements.

² <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

4.1 Ghana



In terms of relevance, the program in Ghana has undoubtedly ensured higher levels of active citizenship around O&G governance. The effects on government accountability are found in terms of improved knowledge and awareness of decision-makers in O&G governance. However, to reach accountability, the program needs to become more effective in ensuring 'missing data' becomes transparent and decision-makers are prosecuted if they do not observe the rules and regulations. Whether the program was efficient is difficult to measure

as outputs cannot be directly related to inputs as other grant makers are active in the same area of work. The impact has been significant in the sense that the landscape of O&G governance has been transformed compared to 3 years ago when regulation was poor, citizens were largely unaware and uninterested and the government could operate without any watchdogs monitoring their work. The new regulation provides a new window of hope towards good O&G governance. The interest of donors will determine whether the existing civil society representation by reputable CSOs will remain sustainable.

With regards to **knowledge development and distribution around transparency and accountability in the O&G revenue management** Oxfam partners have been driving the research agenda together with other initiatives. O&G exploration and production contracts are hardly available to the wider public except for Kosmos and Tullow Oil that publish the contracts on their websites. Outreach has somewhat extended from the higher-educated part of the population to locally-affected communities, largely through the work of Oxfam partners. Gender sensitivity has also slightly improved as strategic decisions were taken to focus on a sector with mainly women involved (fishing), quota for participation at conferences, and a focus on community level activities that impact women.

With regards to **the role of the media in informing citizens and community members about governmental petroleum revenue capture and management**, the 2014/2015 situation whereby the media was seen as being bias, uninformed and uninterested changed into the media now being perceived as pro-active, informed and persistent. Training and follow up of journalists (done by partner ACEP), O&G as an 'election-topic', and media funding (from GOGIG for example) have been key to the positive change. The need for **online platforms** seems to have stagnated somewhat: it is unclear what the Oxfam-supported www.oilmoneytv.org impacts are and other initiatives such as www.ouroilmoney.org receive mixed responses. Rather than having a one-stop online platform for all O&G related topics, organizations' websites or search engine Google, are preferred. Social media as a technique to share and comment upon information seems more relevant than an online one-stop-shop platform.

Progress in strengthening the **legal framework against corruption has been significant**. Two long-awaited (by civil society) laws have been approved by parliament; the Exploration and Production Bill (Act 919) and the Companies (Amendment) Bill. Oxfam and partners have been indispensable in the process of drafting these laws, thereby improving the legal framework in the areas of beneficial ownership, contract bidding processes and contract transparency, amongst others. During the election period, Oxfam and partners have pushed political parties to take positions on O&G transparency matters. Commitments made can be monitored in future and help prevent corruption.

With regards to **government understanding and monitoring of the legal framework governing the O&G sector**, key parliamentary committees that oversee monitoring and auditing of governmental O&G revenue management have significant knowledge and understanding of the constitutional instruments and related accountability aspects. Whether the people of Ghana will benefit most of O&G, depends largely on what

parliamentary committees do with their knowledge. **No new O&G contracts have been made public** since the MTA although three new contracts have been agreed upon between government and the private sector companies. Monitoring of O&G therefore remains a challenge and PIAC leadership has complained that it will not be able to conduct its work properly unless the government provides full transparency.

4.2 Mozambique



The relevance of the program in Mozambique is unquestionable. However, effectiveness, impact and efficiency would all be enhanced with the use of a coherent results focused program design. The opportunity to bring partners and collaborators together to establish an agenda addressing service provision, generation of evidence, research and advocacy offers unexplored benefits. With regards to sustainability, the program's support to community members, CSO and their staff and the media contributes to sustainability by planting the seed of awareness, understanding and capacity. How stakeholders will use this in the medium and longer term is beyond the scope of a relatively short-term program.

In its last year of operations, the program supported a few strategic interventions valued by Oxfam partners in the context of citizenship in extractives. The two main topics were: resettlement and distribution of government revenues from O&G to communities. In relation to the **capacity of communities to participate in O&G sector processes in an informed manner**, the program contributed to the establishment of mechanisms enabling information sharing, and the reporting of potential human and social rights abuses. Equally, the program exposed representatives of affected communities in Palma to potential effects of negatively managed resettlement programs and of participating in the first National Resettlement Seminar hosted by the government. In Northern Inhambane, communities received training on O&G economics. Communities are much more vocal and daring than before and do not hesitate to knock on the government's door when wrongly treated.

Program results were more pronounced in relation to **strengthening the capacity of the media and CSOs to assume a watchdog position** across the program period. Specific results include greater media and CSO understanding of complex technical issues, greater availability of information and involvement in discussions. Indirectly however, but equally meaningful, has been the program's contribution to increased recognition of CSO role as watchdog for accountability and transparency so that extractive wealth effectively benefits all. The program meaningfully contributed to elevating the capacity of a limited group of journalists from a very low base of understanding of the sector. While the media still face structural constraints and substantial capacity gaps, progress is encouraging. The Mozambican media now goes beyond only reporting events but also challenges those responsible.

The government and O&G companies are coming to realize the role played by CSOs beyond service delivery functions. It is evident that the program has contributed, albeit not alone, to increasing the knowledge and awareness of the complexities of O&G among communities, CSOs and media players in Mozambique. However, it is not possible to establish direct attribution lines between program interventions and the overall situation of accountability and citizenship in extractives in the country. In fact, hardly any interventions were planned and implemented directly as part of this Outcome, and the results attained in any case could be associated to other program components.

4.3 Tanzania



The Tanzania program was extremely relevant when first launched, given high expectations of O&G. Although the prospects of early FID have faded, Tanzanian society still needs more time to enhance preparations. Going forward, the program is still relevant to the needs of the country. Effectiveness was measured in terms of raising community awareness in impacted localities (Outcome 1); less so in raising the responsiveness of government and the private sector (Outcome 3). With regards to efficiency, the network of

animators is relatively cheap to run on the ground but could benefit from more support by the Oxfam partners. However, the reduction of support to partners (\$38k underspent in 2016) means that salaries and overheads have taken up a larger percentage of actual expenditure.

On an impact level there are encouraging signs that Tanzania is now better placed than at the start of the program to make effective use of its O&G resources, in terms of:

- More realistic expectations among impacted communities and the public.
- Improved legislative framework.
- More balanced media coverage.

The program has played its part in all 3 of these aspects, but only a modest percentage of the positive change can be attributed to it. In terms of sustainability, the network of animators has shown itself to be remarkably resilient in the face of interruptions in the activities of Oxfam partners in Mtwara and Lindi. This is certainly a strength to build upon.

With the improved legislative framework in place, the focus has moved on to the tools necessary to implement it. But the required regulations and procedures have not yet been issued, and implementation of the Tanzania EITI Transparency Act has stalled. In the first half of the program period (until the MTA), pronounced developments were seen as a result of the training opportunities provided by the program, but program implementation appears to have lost some momentum during 2016. No overall increase in community knowledge of the legal framework around O&G was reported by interviewees for the EPE. However, there are signs that the training of animators has led to the creation of a resilient network of community mobilizers. In the light of the uncertainties surrounding FIDs in Tanzania, and the pressing nature of other community concerns that are not directly related to extractives, this useful network should be partly 'repurposed' towards broader social objectives. In this respect, the provision of comprehensive but easy to understand support material should be considered by the program, as also recommended in the MTA.

Progress made in the first half of the program to improve the **knowledge base and capacity of CSOs around O&G issues**, as reported in the MTA, stalled during 2016. The contractual relationship with the project partner in Mtwara (one of the two main O&G regions in southern Tanzania) ended in June 2016, and a formal relationship with an alternative partner has yet to be achieved, although efforts to do so are continuing. The partner in Lindi was also out of contract for four months in 2016.

The baseline reported that the **quantity of media** reporting was considered by informants to be much higher than the quality, especially in terms of accuracy. This gap has been closed. Given the structural constraints towards further improvements in media reporting, it is recommended that the successor NORAD program should move away from this activity. There are, however, opportunities to take advantage of the social media platforms increasingly used by Tanzanians to exchange information and ideas.

The program maintained close contact with the national level platform **HakiRasilimali**, which has consolidated its position as the focus of coordination of CSO work on O&G

issues. However, they have not received any contractual support (i.e. funding) from the program. Going forward, there are important opportunities for advocacy work to support the Hakirasilimali strategy issued in February 2017, to restart the Tanzania-EITI process and make further progress on transparency issues.

4.4 Program Management

This multi-country program funded by NORAD and implemented under Oxfam America's leadership was the first of its kind with a bilateral donor. With Oxfam's aim to unify certain parts of its organization and leverage country level knowledge and experience across country borders, this program seemed ideal for cross-country learning. On a program management-level this grant has allowed Oxfam America to further standardize different organizational, financial and reporting structures and systems. On a content level however, the original idea of Mozambique and Tanzania learning from Ghana turned out more complex than anticipated. Ghana's O&G status and context is too advanced compared to the other two countries. More importantly, Oxfam Ghana and partners have a longer history of conducting extractive industry (EI) work and therefore the office, as well as the partners, have a relatively high level of knowledge, capacity and authority within society compared to Oxfam in Mozambique and Tanzania. Whilst the country offices of Tanzania and Mozambique have a significant level of similarities, Ghana differs in terms of actual O&G production status, civil society and media knowledge and awareness, legislation, revenues and revenue management. Nevertheless, when well documented, the Ghana experience can be of future learning to Mozambique and Tanzania and can increase program management efficiency in case of future bi-lateral grants, international leadership, country offices and local partners.

The chances of Oxfam's efforts being sustainable in the long run very much relate to Oxfam's investments in strengthening program staff capacity at Oxfam country offices and support of local partners' capacity building. Low staff turn-over in Ghana compared to for example Tanzania, has surely contributed to Ghana's successes, along with Ghana having a longer history for EI engagement than Mozambique or Tanzania. The uncertainties around when the FID will be made in the latter two countries further complicates Oxfam's efforts to keep momentum in those countries. Broadening the focus to other extractives than O&G might help to ensure staff is motivated as they can generate direct visible results next to the insecure outcomes of their O&G efforts. For Ghana, broadening the focus is also relevant, but the reasoning differs: limiting the program to the current focus on O&G revenue management runs the risk of staff having loss of interest or fatigue. Connecting O&G revenue management with the national challenges around power and petroleum could imply a potential paradigm shift leading to more impactful results.

Whilst the program utilizes a complex monitoring framework, the country offices seem to manage a certain level of flexibility in adapting the program to the individual country-contexts. Whilst in the first half of the program spending of funds seemed more rigid, the end of project evaluation demonstrates country staff to hold an appropriate level of freedom to adapt to contextual risks and opportunities. For Tanzania and Mozambique to shift attention from the individual inputs to coherent and interlinked short-term results and have a coherent strategy and vision of longer term EI impacts; more guidance from Oxfam America and a tighter holistic management system would be beneficial. Oxfam's overall EI strategy is currently not the main driver for EI programs locally. If redressed, this could constitute a constructive change linking activities to outcomes to strategy.

5. CONCLUDING REMARKS

The Oxfam program has largely influenced the way civil society is able to participate in the O&G sector development. Local CSOs supported by Oxfam under NORAD funding have in some instances become reputable and well-established organizations taken seriously by O&G stakeholders from government and the private sector. Although not financially self-sustaining, the CSOs concerned have managed to become authorities in the EI sector and are now better equipped to receive funding from other donors to continue and expand their work.

For 2017 and 2018 it will be vital in Mozambique and Tanzania to create stable offices with reliable local partners to drive the development of a joint program addressing priority needs identified in the O&G sector. Themes to work on could include issues related to resettlement policy building, distribution of benefits and gender and extractives, but should be confirmed by partners from the onset. The program in Ghana can intensify on O&G revenue management monitoring and contract transparency, whilst scale up its results when widening its focus to an integrated energy (power and petroleum) approach. Country-specific recommendations can be found in the individual country EPE reports.

Oxfam's objective to unify and further strategize its EI activities can be further satisfied by developing a due-diligence process for Oxfam country offices working on EI. With Oxfam's EI policy as a basic starting point, a due diligence system monitoring O&G status, relevant contextual aspects, legislation, availability of data and research, media knowledge and distribution of knowledge, CSO capacity, participation of key sectors in the revenue debate, monitoring tools and final impact of revenues, to name the most significant indicators, can be developed. The due diligence tool can then be implemented by Oxfam headquarters and monitored on a yearly basis. With this information, Oxfam can further attract grant makers to support their efforts by demonstrating where needs, feasibility and potential results are highest.

ANNEX 1: TERMS OF REFERENCE

Oxfam

Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania

End of Project Evaluation Request for Proposals

I. Background

Oxfam has been awarded a 30-month grant for a project designed to promote economically, environmentally and socially responsible management of gas/petroleum resources in Ghana, Mozambique and Tanzania. This project is central to Oxfam's mission to reduce poverty and empower poor people to act on their own behalf.

The ***Accountability through Active Citizenship Program: Improving Petroleum Governance in Ghana, Mozambique and Tanzania*** aims to contribute towards an active society that promotes economically, environmentally and socially responsible management of Oil and Gas (O&G) resources based on transparency and accountability for sustainable development and poverty reduction, while safeguarding the rights and needs of local communities now and in the future.

The Oxfam program in **Ghana** focuses on improving the use of information as a fuel for accountability and citizen oversight of revenue use derived from oil operations; the effective involvement of women, the media, CSOs and women's groups; strengthening the legal framework in critical areas and increasing the capacities of civil servants in key Government institutions. In **Mozambique** and **Tanzania** Oxfam aims to ensure that men and youth, and more specifically women, in directly affected communities by O&G projects increase their understanding of existing laws, improve participation in decision-making processes and have access and use of effective grievance mechanisms. Oxfam America is one of 17 affiliates in the international confederation, Oxfam International. The Active Citizenship grant involves three affiliates in a confederation-wide effort to engage in specific, coordinated actions at the local and national level. A baseline study was conducted in 2015 and a mid-term assessment at the beginning of 2016. The endline evaluation will be conducted in January-March 2017 in Ghana, Tanzania and Mozambique. This evaluation will build upon the baseline and midterm assessment methodology and findings. Program activities began in July 2014 and will close December 2016.

II. Purpose and Audience

Purpose: The end of project evaluation will compare the current state of the program against baseline values, assess effectiveness of strategies and tactics, and identify key lessons learned for teams to incorporate into future work.

Audiences: The primary audience for this evaluation is Norad, the back donor of the grant, and Oxfam staff and partners involved in the implementation of the grant. The endline evaluation should help inform ongoing strategy to increase the effectiveness of community training and policy influencing efforts in the next 2-year

phase of the grant. Wider audiences include interested units/teams within Oxfam America's Policy and Advocacy Division and Extractive Industries and Policy & Advocacy teams across the Oxfam confederation. Additionally, Oxfam will publish the evaluation report on its Policy & Practice website.

III. Scope and Objectives

Scope

This endline evaluation is meant to evaluate the current status of interventions to support and strengthen civil society and to target policy and practice change from government agencies and companies to promote economically, environmentally and socially responsible management of petroleum resources in Ghana, Mozambique and Tanzania. Progress will be measured quantitatively and qualitatively against baseline values determined in 2014. The objectives of the evaluation are:

- To assess the program's progress against the program baseline and intended outcomes
- To surface any unintended consequences (positive or negative) of Oxfam's program work
- To evaluate the effectiveness of Oxfam's program strategies in-country and identify key lessons
- To identify areas of improvement in program delivery and effectiveness
- To address country team's specific learning questions

IV. Process

The consultant will work with the Oxfam America's Monitoring, Evaluation and Learning (MEL) Advisor in consultation with the Program Officer and evaluation steering committee to agree on a final methodology within the budget constraints provided, finalize the set of key informants and stakeholders to interview and/or survey, the questionnaire or survey instrument questions, as appropriate, and to ensure the evaluation team has adequate access to relevant campaign documentation.

The consultant will then carry out the endline evaluation, presenting early findings, and draft a final report to the Program Officer and MEL Advisor, on a schedule to be agreed, for review and deliberation. This iterative review of preliminary and draft findings is intended to ensure that the final baseline fully meets the needs of the program staff and their teams, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The final endline 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 timeframes and budget.

Periodic project management meetings with the Oxfam MEL Advisor will be held, as appropriate.

V. Indicative Timeline

Timeframe	Activity
Mid-December	Select Consultant(s)
Early January	Finalize methodological approach; sign MOU based on agreed scope, approach and schedule
January	Oxfam field staff work with consultants to identify key informants, review any questionnaire &/or survey instruments & provide documentation
End of January	Consultant submits inception report
February	Consultant/evaluator conducts field research and data collection
Early March	Consultant drafts initial findings and presents/discusses with evaluation steering committee and validates with Oxfam staff
Mid-March	Consultant submits first draft of evaluation; Oxfam submits comments
End of March	Consultant submits final evaluation report.

Phase I: Familiarization Phase – January 2017 (7-10 days)

- Initial project overview documents
- Interviews with key staff for preliminary orientation to the program

At the end of this phase, the consultant will deliver a short synopsis of program understanding (5-10 pages) to demonstrate and harmonize program understanding. The consultant should attempt to articulate back to Oxfam the goals and trajectory of the project/program under evaluation, including scope, actors involved and major activities, so that any gaps in knowledge can be caught early.

In addition, the consultant will submit a refined research design for the remainder of the research, including preliminary research instruments for comment by evaluation steering committee.

The commencement of the subsequent phase is contingent on an approved research design.

Phase 2: Research Phase – February 2017 (20 days)

List of key people to interview, and a list of additional documents and literature will be provided.

Research Sites include:

Ghana, Tanzania, and Mozambique

Phase 3: Data Analysis/Write up – March 2017

As writing quality is extremely important to Oxfam, adequate time must be cleared in the consultant's calendar. We estimate at least 10 days of dedicated analysis and writing to arrive at a first draft.

In the initial proposal, the consultant should outline their approach to data analysis and write-up, including research assistant support available, and primary roles and responsibilities related to the quality of the write up. It is expected that the principle research coordinator has final accountability to the quality of the writing, not research assistants.

The initial findings will be presented by the consultant in a stakeholder validation event that will be organized by Oxfam.

After the event, the consultant will complete the first draft based on the feedback and new information surfaced at the event.

Oxfam's evaluation review committee will turnaround comments to the consultant within 5 – 7 business days of receipt of the draft.

The consultant should spend no more than 2 working days to finalize the evaluation based on feedback.

VI. Deliverables

1. Signed MOU, including key evaluation questions, methodology, interviewees, timeline, deliverables and payment schedule. 1/13/17
2. Inception report 1/27/17
3. Initial findings presentation 3/3/17
4. Draft evaluation report 3/17/17
5. Final report 3/31/17

VII. Profile of the ideal evaluator

1. Experience conducting evaluations of complex social and political change processes, ideally in the extractives sector with a gender lens
2. Very strong qualitative analysis skills, particularly with analysis of textual sources and public statements (documents, media coverage interviews, speeches, testimony, etc.)
3. Strong quantitative analysis, particularly in media, including ability to examine multiple national contexts
4. Experience either working on or managing an NGO-led campaign – with a particular focus on public policy around poverty alleviation
5. Experience in Ghana, Tanzania or Mozambique (Portuguese proficiency is required for the Mozambique consultant)
6. Experience and knowledge in extractive industries, strongly preferred.
7. Excellent analytical, writing and synthesis skills
8. Excellent group facilitation skills around evaluation findings validation and utilization.

VIII. Proposal Submission Process

Consultants/Evaluators are invited to submit an expression of interest and evaluation proposal (max 5 pages) in response to this RFP. Submissions should be sent to Oxfam's Extractive Industries Program MEL Advisor, Kimberly Miller (kmiller@oxfamamerica.org) no later than Friday, December 2, 2016.

Following components must be included in the proposal:

1. Evaluation plan & estimated budget not exceeding \$50,000 USD (including travel, expenses, and initial findings workshop)
2. List of available enumerators and assistants for field study
3. Curriculum vitae of lead consultant/s
4. 1 or 2 samples of past evaluations, and/or reference

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**.



www.oxfamamerica.org

© 2013 Oxfam America Inc. All Rights Reserved. Oxfam America is a registered trademark of Oxfam America Inc., and the Oxfam logo is a registered trademark of Stichting Oxfam International.

HEADQUARTERS
226 CAUSEWAY STREET, 5TH FLOOR
BOSTON, MA 02114-2206
(800) 77-OXFAM