



OXFAM'S GROW CAMPAIGN MID POINT EXTERNAL EVALUATION

Final Report | October 2013

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GLOSSARY OF ABBREVIATIONS

AMR	<i>Allianza de Mujeres Rurales (Guatemala)</i>
AU	African Union
BtB	Behind the Brands
BRICSAM	Brazil, Russia, India, China, South Africa and Mexico
CARP	Comprehensive Agrarian Reform Programme (Bangladesh)
CFS	Committee on World Food Security
CS	Civil Society
CSRL	Campaign for Sustainable Rural Livelihoods (Bangladesh)
CUC	<i>Comite de Unidad Campesina (Guatemala)</i>
EJCMT	Economic Justice Campaign Management Team
FFH	Female Food Heroes
FPIC	Free, Prior and Informed Consent
FPV	Food price volatility
IO	Intermón Oxfam
LCB	<i>Ligue des Consommateurs du Burkina Faso</i>
NGO	Non-Government Organisation
ONL	Oxfam Netherlands (Novib)
OI	Oxfam International
OGB	Oxfam Great Britain
PNSR	<i>Programme National du Secteur Rural (Burkina Faso)</i>
UNIREZ	National Union of Women in Rice Processing (Burkina Faso)
UPR	Universal Periodic Review
RiC	Rights in Crisis
SMS	Single Management Structure
WB	World Bank

This evaluation was funded and commissioned by Oxfam. The consultant team helped to design the evaluation and measures, collected, analysed and interpreted the data, and wrote the report. Oxfam staff designed the evaluation and measures, proposed the list of interviewees with contributions from the consultant team, helped to interpret the findings, and contributed to the revision of the report.

EXECUTIVE SUMMARY

This report summarizes the mid-point evaluation of Oxfam’s international GROW campaign. The aim of this evaluation was to provide, at the strategic level, an overview of progress to date with conclusions about achievements and challenges as well as actionable recommendations. The evaluation covered the 21-month period from the campaign launch in June 2011 to February 2013.

Unable to review all components and levels of the campaign given its broad reach and coverage of multiple issues, the evaluation sought to mix research and analysis on international strategies with “deep dives” into specific national and team campaigns and projects, to describe how the campaign was unfolding in practice. Two consultants (Glenn O’Neil and Patricia Goldschmid) worked for a total of 4 months to conduct research, including a review of Oxfam documents and monitoring information. Interviews were conducted with 41 Oxfam staff internal and 90 external stakeholders in addition to an internal survey of 55 Oxfam campaign staff. Bangladesh, Burkina Faso, Guatemala and the Netherlands were four case studies of the evaluation in addition to a review of the international Land Freeze initiative targeting the World Bank.

On 1 June 2011, Oxfam launched the GROW campaign to tackle food injustice and build a better food system. The GROW campaign is broad and diverse, operating at national, regional and international levels, across 4 thematic areas – land, investment in small-scale agriculture, climate change and food price volatility. As of March 2013, teams in 34 Southern countries and 16 Northern ‘affiliate’ countries were involved in the campaign.

Findings

In this first phase, a number of outcomes were achieved across 50 countries and globally. The most significant achievement was securing policy changes or commitments on food and land from governments, corporations, and global bodies in addition to involving rural women in these processes. The biggest challenge has been to “deeply engage” with a significant global audience of 50 million on one or more of the GROW themes. More success has been seen in building national networks or cross-country initiatives, that while effective, haven’t constituted a global movement on food.

“I THINK GROW HAS MADE AN IMPACT – IT CERTAINLY HAS MOVED LAND UP THE AGENDA AND AFFECTED POLICIES”

External stakeholder
(government)

The most significant outcomes to date were identified as:

- The commitments to change policies from companies targeted by the Behind the Brand (BtB) initiative;
- The media exposure and access to decisions makers for the Female Food Heroes (FFH) as “voices” on food in over 15 countries;
- Changes to World Bank policies as a result of the Land Freeze initiative;
- Changes to national agricultural and food security processes/policies, local “wins” on securing land for women and vulnerable groups in some 20 countries;
- Progress made in South-South collaboration within Oxfam.

“GROW HAS HELPED US IN GAINING THE KNOWLEDGE AND CONFIDENCE TO STAND UP FOR OUR RIGHTS”

Woman farmer

In helping GROW movements build a better future

(objective 1), Oxfam was successful in constructing strong networks on local levels mainly in the South, but still only reached an estimated 10% of its targets for global mobilisation, which were more aspirational than realistic according to Oxfam. Key achievements on mobilisation included the “Stop the African Hunger Games” petition on the Sahel crisis (533,000 signatures), the Polochic (Guatemala) land grab petition (107,000), the actions on the BtB websites (110,000), the World Bank

Land Freeze petition (50,000) and online interactions around food - the GROW Method (30,000). GROW was able to influence decision makers in government with positive initial results seen in at least five countries, as was the set target. Influencing consumers’ choice was also achieved but more on a local level, rather than global.

In stopping land and water grabs (objective 2), Oxfam was able to influence global policy through its Land Freeze initiative with the World Bank. However, it was less successful on a local level in influencing national policies. While direct action on land and water grabbing did bring results in some countries, it was less effective in others due to the sensitivity of the topic.

Reaching a global deal on climate change (objective 3) was not a major focus for GROW in the first 21 months given the lack of progress on climate change negotiations. However, some progress was seen on mitigation and finance issues, in addition to the support provided to national priorities and projects in many Southern countries.

Concerning investing in small-scale food producers, particularly women (objective 4), Oxfam was successful in ensuring that producers and women participated in decision-making processes and consequent policies in some 15 countries. Examples were seen where GROW was effective in initiatives concerning gender and women’s rights, particularly with the FFH approach and by supporting rural women in their access to policy-makers and markets.

In responding to global food price crises (objective 5), some outcomes were seen with bio-fuels and speculative trading on agricultural commodities. In providing a fast and fair response, GROW together with the Rights in Crisis (RiC) campaign focused on both the Horn of Africa and Sahel crises during this period. Whereas the role of GROW in the Horn drought was limited, a combined GROW/RiC effort for Sahel mobilised supporters and brought media and political attention to the crisis, positively influencing financial commitments.

Interviews and survey responses revealed a number of limiting factors both internally and externally. Internal factors included the changing focus of the campaign in terms of rapid shifts from one theme to another and a lack of sufficient time to allow for an appropriate adoption by audiences. The lack of resources, both human and financial, to support the ambitious targets of GROW was also identified. Further challenges were seen with the coordination of different GROW priorities within, and between affiliates. And finally, the shift to the Single Management System (SMS) overstretched capacity available to support GROW and, in some cases, resulted in a general lack of ownership.

“IT’S ESSENTIALLY A FOOD CAMPAIGN BUT WE KEEP PRIORITISING THINGS THAT HAVE NOTHING TO DO WITH FOOD - ARE WE MISSING OPPORTUNITIES?”

Oxfam staff

External factors identified included the existence of coalitions and NGOs already working actively in the thematic areas; the overlap with other campaigns with similar focuses; the changing of governments which resulted in more or less support for the cause; the onset of crises that justifiably re-focused campaign resources and priorities but resulted in other GROW priorities becoming secondary; and limited public interest in some countries on some issues.

The flexibility of the GROW campaign model was effective on a national-global level as it allowed national campaigns to model and shape GROW to fit their contexts. The model also provided initiatives that could be transferred successfully from one context to another. Limited experiences were seen in bringing national issues to the global level. Less effective aspects of the model included unmet expectations about significant traction at the global level; Southern offices struggled to find relevance in global initiatives such as the Land Freeze and BtB; the breadth of issues addressed meant that Oxfam staff had difficulty to follow progress on all issues and understand *who* was leading *what* and *with* which authority.

In general, GROW was seen as linking well to other Oxfam programmes particularly in the Southern regions and for aspects linked to agriculture (objective 4). Many Southern affiliates felt that the campaign supported them more than other past initiatives. GROW’s work on the food crises was generally seen as positive from a programme perspective, although some felt that their local priorities were not always considered in the campaigning, particularly in the Horn of Africa crisis.

Facilitated success:

- Created through a broad consultation within Oxfam;
- Consistent GROW brand adopted widely;
- Engaging Southern partners in the concept phase ensured ownership;
- Flexibility of GROW allowed for local adaptation;
- The critical mass¹ factor for initiatives such as FFH and BtB;
- The proximity and relevance to other programmes;
- The selection of precise policy areas;
- The combination of media, public mobilisation and policy in campaigning.

Hindered success:

- Difficult start and focus;
- Inability to create a critical mass around most initiatives;
- Inability to build a global movement;
- Coordination, focus and resource issues;
- The lack of coalition building in the North;
- The lack of mechanisms to identify and profile Southern issues;
- Divergence in focus by some affiliates linked to inconsistencies in supporting campaign priorities;
- Inconsistency between the North and South about the sensitivity of the land issue;
- “Battle of interests” to win policy support.

1 “Critical mass” in that enough affiliates joined to make it feel like they were part of something large or significant.

Conclusions and recommendations

<i>Conclusion</i>	<i>Recommendation</i>
<p><i>Focus:</i> the findings of this evaluation present a type of paradox; GROW is a campaign that has been broad enough for all to be able to adapt to their own contexts. Yet at the same time, many identify this broadness as too complex and diverging from the original aim, which was on food justice and an improved food system. In that sense, priorities that emerged from the South (such as agricultural reform) are not conducive to those from the North (such as company policies). Therefore, GROW may be unable to find a global focus to address in the final phase of the campaign but more so recognise/reinforce national and regional priorities. Of note, the activity that mobilised the most in terms of numbers was a regional focus (Sahel petition).</p>	<p>Review the issues that have emerged and seen success at a regional or national level during the first phase of GROW; consider how these could be reinforced in the second phase, i.e. essentially seek out more of the “local to global” opportunities.</p>
<p><i>Movement:</i> helping grow movements to build a better future (objective 1) on a global level was an ambitious objective that has yet to be met. While GROW has established a following on different issues across countries and regions which may be considered the starting point for a global movement on food, the fact that the objectives are so broad may have diluted the potential for a momentum and impact. Further whereas GROW has been successful in supporting this movement through coalition building in the South, limited success has been seen in the North. Coalition building has been limited with organisations of equal or similar status to Oxfam. The evaluation saw where coalition building had added real value to GROW in terms of reach and impact was at the expense of a reduced visibility for Oxfam, which this evaluation believes is worth sacrificing in this case.</p>	<p>Review where GROW has successfully built supporter bases and coalitions; consider how these can be linked up and brought into an overall approach to supporting movements, focused exclusively on food to avoid confusion and dilution. Available resources would need to be reviewed to see what is feasible in this area.</p>
<p><i>Coordination:</i> an analysis of the factors that hindered the success of the campaign demonstrates that the majority were internal and mostly linked to how Oxfam sets campaign priorities and whether affiliates and country offices support them or not. While this may be a structural issue inherent to any confederation, the inconsistency in following priorities in international campaigning caused frustrations and tensions both in affiliates and country offices.</p>	<p>Create a more transparent process where affiliates and offices state clearly their support and involvement in global campaigning priorities; review how the campaign structure (Campaigns Group and EJCMT) enforce and monitor their decisions and set priorities.</p>

<p><i>Sustainability:</i> GROW has implicated itself in many policy processes that have demonstrated initial positive results. However, both internal and external stakeholders expressed some concern about long term monitoring and follow-up of these processes, some of which would span beyond the GROW time frame. An in-depth follow-up of some issues, such as policy implementation for the companies of BtB or Southern government implementation of policies would only be possible through the partnerships that Oxfam has established or needs to establish in those regions.</p>	<p>Ensure that resources (both human and financial) are available and allocated to monitoring and following-up on GROW’s policy achievements both regionally and globally, in coordination with relevant partners and coalitions.</p>
<p><i>Global-national model:</i> the model has faced challenges in bringing global issues to a local level and in securing global attention to local issues. Overall, there was greater success for the former in that Southern offices were focused on global issues, adapting them to the local context and working towards similar goals, mostly centred around agricultural reform but linked to land and food policy. Some inconsistency in relevance of some global initiatives is to be expected given the different contexts and priorities. Where GROW has been less successful is in bringing local issues to a global level, with the notable exception of the Polochic land grabbing case in Guatemala. While there was potential for other success stories in the South to be used for global campaigning, the sensitivities of the local context were not considered thoroughly enough. The Sahel crisis was another example that showed how global attention can be brought successfully to a regional issue.</p>	<p>Consider introducing a mechanism to identify local issues that need global support and/or have the potential to be communicated effectively. Consider more carefully, the political context of the topics at hand and the long-term consequences for both the local and global levels.</p>

Long-term issues

The following are four broad issues identified for reflection as a result of the evaluation. No precise recommendations are made.

Gender and campaigning: In many ways GROW is the perfect campaign to further gender issues in an integrated way: gender is inherent in many of the issues addressed by GROW (i.e. women's role in agriculture). However, although positive examples were found in the campaign, varying between countries and issues, the integration of gender was not always carried out in a consistent manner. Gender only took on an important role as a result of a conscious effort made by campaign staff rather than as a result of a campaign-wide approach. This evaluation found that GROW, or similar campaigns, would require further support from gender specialists (internal or external) in order to ensure more effective integration: campaign staff mostly lack the skills and know-how at this stage to do so.

Food and climate justice: This area of focus in the GROW campaign is planned for the coming year. Climate justice is an issue that was a past priority for Oxfam (in the lead up to the climate negotiations of Copenhagen in 2009), however it has been less of a priority in the past years as focus shifted mainly to climate finance. While establishing connections between food and climate justice has obviously been considered by Oxfam (or is doing so), two findings from this evaluation may be relevant: 1) external persons interviewed recalled some of the climate justice work (the climate hearings) and this provided visibility for Oxfam, the issue and the climate-affected populations; 2) climate change campaigning has traditionally been linked to global negotiations. As mentioned above, the process is progressing slowly and the challenge for Oxfam will be to establish how to ensure an impact in this area given this situation – in this regard, national (or regional) policy may be more suitable targets than international.

Policy or individual change: An analysis of the progress to date indicates that GROW has been most successful in influencing government policies, companies and multilateral bodies, such as the World Bank. In this area, Oxfam's expertise was recognised by external observers. Oxfam was seen as one of the best organisations to understand policy processes and recognise when to apply pressure. However, GROW is also about triggering individual change, whether through simple online actions or what food people buy or in determining how to best advocate to policy makers. Positive examples were found by this evaluation: from the nearly 7,000 who created a video clip for the Coldplay project to the women who were coached by Oxfam in Guatemala to take on leading roles in their movements. Nevertheless, this evaluation found that more could be done by Oxfam to consider the individual behavioural model and its potential.

The global campaign: Perhaps the most significant issue at the heart of global campaigning is the question: is there a role for global campaigns such as GROW? Within Oxfam this evaluation found a split between those who see the value of “joined up” campaigning such as GROW and those who see the value of more targeted campaigning (with the Arms Trade Treaty campaign being an example cited). What is clear is that the global campaigning model is changing; the greatest reach of the campaign to date (the Sahel petition) was through the use of a free tool (Avaaz “do-it-yourself’ module). Considering the short time frame of this evaluation a long term solution could not be delineated, however it was evident that more reflection is required about future models of global campaigning.

TABLE OF CONTENTS

1. Introduction	12
2. Evaluation questions and methodology	14
3. Overview of GROW campaign	19
4. Findings	22
4.1. Assessing progress to date	25
4.2. Campaign model.....	34
4.3. Making recommendations for future work.....	36
Annex One: Case studies	40
Annex Two: GROW Impact chain.....	62
Annex Three: GROW geographic priorities	64
Annex Four: Evaluation framework.....	66
Annex Five: List of persons interviewed.....	69
Annex Six: Documents consulted.....	76
Annex Seven: Terms of Reference	80
Annex Eight: About the evaluation team.....	86

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Glenn O’Neil & Patricia Goldschmid

1. **INTRODUCTION**

This report summarizes the mid-point evaluation of Oxfam’s international GROW campaign. The aim of this evaluation was to provide, at strategic level, an overview of progress to date with conclusions about achievements and challenges as well as actionable recommendations.

The intended audiences are the Economic Justice Campaign Management Team (EJCMT), in addition to campaign staff and leads in Oxfam affiliates, national/regional teams and the Oxfam International (OI) Secretariat.

The evaluation covered the 21-month period from the campaign launch in June 2011 to February 2013, the time period covered by the initial GROW Operational Plan². Unable to review all components and levels in this broad campaign, the evaluation sought to mix research and analysis on international strategies with “deep dives” into specific national and team campaigns and projects, to describe how the campaign was unfolding in practice. At the mid-point of the campaign, the evaluation provides the opportunity to reflect on “big questions” about the campaign and its model, and to learn from activity so far.

Two consultants (Glenn O’Neil and Patricia Goldschmid) worked for a total of 4 months to conduct research, including a review of Oxfam documents and monitoring information. Interviews were conducted with 41 Oxfam staff and 90 external stakeholders on a global level in addition to an internal survey of 55 Oxfam staff.

The study examined four countries for specific case studies: Bangladesh, Burkina Faso, Guatemala and the Netherlands. One additional case study focused on a review of the Land Freeze initiative (the full case studies can be found in annex 1).

² OI (May 2011), OI Economic Justice Campaign 2011-15, Operational Plan 2011-2013 (Final version – May 2011) (internal document).

2.

**EVALUATION QUESTIONS
AND METHODOLOGY**

The GROW evaluation was conducted by a team of two consultants with extensive experience in conducting evaluations of communications and advocacy projects with on-site evaluations spanning over 40 countries.

The evaluation focused on four main areas for which a series of questions were developed:

1. Assessing progress to date:

- 1.1. What progress, or lack thereof, has been made toward the strategic objectives of the campaign?
- 1.2. What have been the campaigns most significant outcomes to date?
- 1.3. What are the limiting factors that were encountered (internal and external)?

2. Campaign model:

- 2.1. Looking at the campaign model of primarily national-level campaigning – how effectively was the work at national and global levels combined? Other implications for the global model?
- 2.2. How has this campaign linked in to Oxfam’s other programme work? Where has that worked well, and what have the benefits been?

3. Making recommendations for future work:

- 3.1. What can be learned from how these successes came about?
- 3.2. What are the critical success factors contributing to the early progress that was made? What can be learned from this? What areas of weakness are there in the campaign? What should the response be to them?
- 3.3. Based on the evidence, what are the recommendations for:
 - b. Areas of focus;
 - c. Ways of working in the second half of the campaign.

4. Relating to specific project or national case studies:

- 4.1. For the project being evaluated, what roles has Oxfam played / what contributions has Oxfam made?
- 4.2. To what extent has this contributed to the achievement of any outcomes or changes?
- 4.3. Are there any transferable lessons that can be garnered from this case about: working with others (allies, partners) or achieving “value for money”?

Annex 4 contains the evaluation framework which matches the above questions to indicators and research methods.

Evaluation Design

This evaluation is primarily focused at the global / international strategic level, answering questions posed by the EJCMT. The evaluation design involved collecting and analysing data at the level of the

international campaign, supplementing this “cross-cutting” information with case studies focused on specific projects or national campaigns. National case studies provide insight and learning at the country campaign level – they also serve as particularly rich sources of information that could be “pulled up” to the international level.

As a mid-term evaluation, Oxfam sought out case study countries that would generate insight and learning. The case studies are not considered to be representative of the campaign on the whole. The particular focus of each case study was agreed with the participating team and the evaluators.

Data sources

Data collection tool	How was this implemented?	Number undertaken
<i>Desk review</i>	All internal and external documents provided by Oxfam were reviewed. In addition extra documentation indicated by interviewees was located and reviewed. A list of the main documents consulted is found at annex 6.	N/A
<i>Cross-campaign survey</i>	A web based survey open to Oxfam staff to feed in to the evaluation was carried out in English, French and Spanish. The target audience was the some 300 Oxfam staff working directly or indirectly on GROW.	55 responses from 14 affiliates (from estimated 300 staff)
<i>Interviews - internal</i>	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 5.	41 (9-cross-cutting) (32 – case studies)
<i>Interviews – external stakeholders and informants</i>	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 5.	90 (7-cross-cutting) (83 – case studies)
<i>Case studies</i>	One international case study and four national case studies were undertaken. Each case is a summarised description, analysis and synthesis of a particular approach or country-level activities and achievements.	5

Policy analysis	Policy analyses were undertaken for the Land Freeze and Burkina Faso case studies (these were cases where sufficient documentation was available).	2
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Internal interviewees were determined by Oxfam, who provided an initial list of 30 staff working across the GROW campaign and in the relevant regions/countries for case studies. Internal and external interviewees in case studies were selected jointly by the evaluation team and country offices. The cross-campaign survey was delivered using the Survey Monkey online tool and a survey link was distributed by the GROW campaign using their regular newsletter email list.

The projects and countries selected as case studies were chosen by Oxfam, based on specific criteria. These included:

- Ensuring diverse representation across Oxfam regions (LAC, Asia, Africa, Northern affiliates)
- Different levels of involvement in the campaign (focus or strategic countries)
- Mix of work on GROW objectives – land, small-scale agriculture, etc.
- Opportunity to learn for broader campaign (based on the judgement of campaign lead)

Analysis

The evaluation team took written notes of all interviews, combined with the document review and the responses received from the online survey, served as the main evidence base for the evaluation. This data was compiled and analysed with trends and patterns identified that form the findings of this evaluation.

Validation and feedback process

During country visits, feedback sessions were held with the campaign team to discuss initial findings and seek more input from the teams. Following the visits, the draft case studies were made available to country teams for their input. At the global level, the team were in weekly contact with the Oxfam staff guiding the evaluation.

Limitations

Due to the broad scope of the campaign, it was not possible to capture and assess all GROW activities and results produced. The evaluation has endeavored to include key strategies and outcomes, particularly those set out in the evaluation plan. That said, this evaluation covers only a small proportion of those activities undertaken by the campaign around the world.

The GROW campaign aimed to influence a broad range of policy issues and global and local processes, beliefs, attitudes and behaviors of publics. With the exception of the case studies, it was not possible for this evaluation to verify the claims of attribution/contribution to policies and processes made in Oxfam's reporting and/or by Oxfam staff.

While conducted by an external team, this evaluation relied on 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 90 external persons interviewed.

The evaluation considers how the campaign endeavoured to put women at its heart, but a specific gender analysis was not used consistently throughout the evaluation.

3. OVERVIEW OF GROW CAMPAIGN

On 1 June 2011, Oxfam launched the GROW campaign to tackle food injustice, and build a better food system: one that sustainably feeds a growing population -- estimated to reach nine billion by 2050. The GROW campaign is broad and diverse, operating at national, regional and “international” levels, across 4 thematic areas – land, investment in small-scale agriculture, climate change and food price volatility. As of March 2013, teams in 34 Southern countries and 16 Northern ‘affiliate’ countries were involved the campaign, working to nationally-defined campaign objectives and coming together for international ‘unifying’ projects and campaign spikes. While GROW is a campaign led by Oxfam, in many national contexts it is run by coalitions of allies and partner groups³.

GROW’s motto was to *“find better ways to grow, share and live together, to help build a future where everyone on the planet always has enough to eat.”*, with gender and women’s rights identified as a priority within the campaign.

The campaign was structured around five broad objectives:

1. Helping grow movements to build a better future where everyone always has enough to eat;
2. Stopping land and water grabs by powerful corporations and countries, which seize the land and water people living in poverty depend on for food;
3. Reaching a global deal on climate change that keeps excessive greenhouse gas emissions from destroying access to food and production of food for people living in poverty;
4. Investing in the productivity, resilience and sustainability of small-scale food producers, particularly women, who grow much of the world’s food;
5. Responding to global food price crises and providing a fast and fair response.

The campaign was established with the following geographic priorities (see annex 3 for a complete list):

- 12 strategic countries: chosen for their geopolitical importance or influence at global level
- 20 focus countries: those where Oxfam has a balance of resource and opportunity to make a positive difference in supporting national change in the local context
- 8 regions: that were already working in the economic justice area
- Engaged countries: those that have chosen to join the campaign themselves

Campaign strategies and tactics

The tools and tactics that Oxfam sought to employ differed, depending on the ‘level’ of the campaign (international, national), context and campaigning aims. Approaches included a mix of - but were not limited to:

- Lobbying, direct advocacy to decision-makers in the public and private sectors and consequent work on policy reforms.
- Public mobilisation of publics through online and offline activities.
- Generating media coverage, involving a range of media outreach strategies.

³ From OI (May 2011), Op. Cit.

- Research, including developing research and policy reports.
- GROW was often developed and delivered in collaboration with partners and allies.

Cost and staffing

Oxfam's decentralised Confederation model makes it difficult to provide a comprehensive and accurate estimate of campaign budgets and staff, across all countries and affiliates. Based on review of select campaign documents and consultation with Oxfam staff, we conservatively estimate that the GROW campaign is staffed by at least 70 full-time employees annually. The campaign also benefits from Oxfam's considerable campaigning capacity that is not allocated to a specific campaign – for example, offices in Addis Ababa, Washington DC, New York, Geneva, Brussels and Oxford. We anticipate that staff costs are by far the highest proportion of campaign expenditures, as one would expect from an intervention of this kind.

4. FINDINGS

“It’s essentially a food campaign but we keep prioritising things that have nothing to do with food - are we missing opportunities?” Oxfam staff

“I think GROW has made an impact – it certainly has moved land up the agenda and affected policies” External stakeholder (government)

“GROW has helped us in gaining the knowledge and confidence to stand up for our rights” Woman farmer

In the first 21 months, GROW faced the challenge of helping build global movements and rallying millions around food injustice. In this first phase, the management team decided to focus public campaigning at the international level on one theme approximately every six months. The first international public campaigning priority was on land grabs. While advocacy work continued across all the GROW objectives, at national level countries remained free to focus on the objectives most relevant to them, with many for example focusing on agricultural investment and policy reform. However, due to several factors, which included risk assessments of profiling land grab cases in global campaigns as well as the commencement of mediation in one of the cases, there was a lull in public campaigning on land until the launch of the Land Freeze work targeting the World Bank in October 2012. Following this, the agreed international focus was on the role of the private sector, with the Behind the Brands (BtB) work.

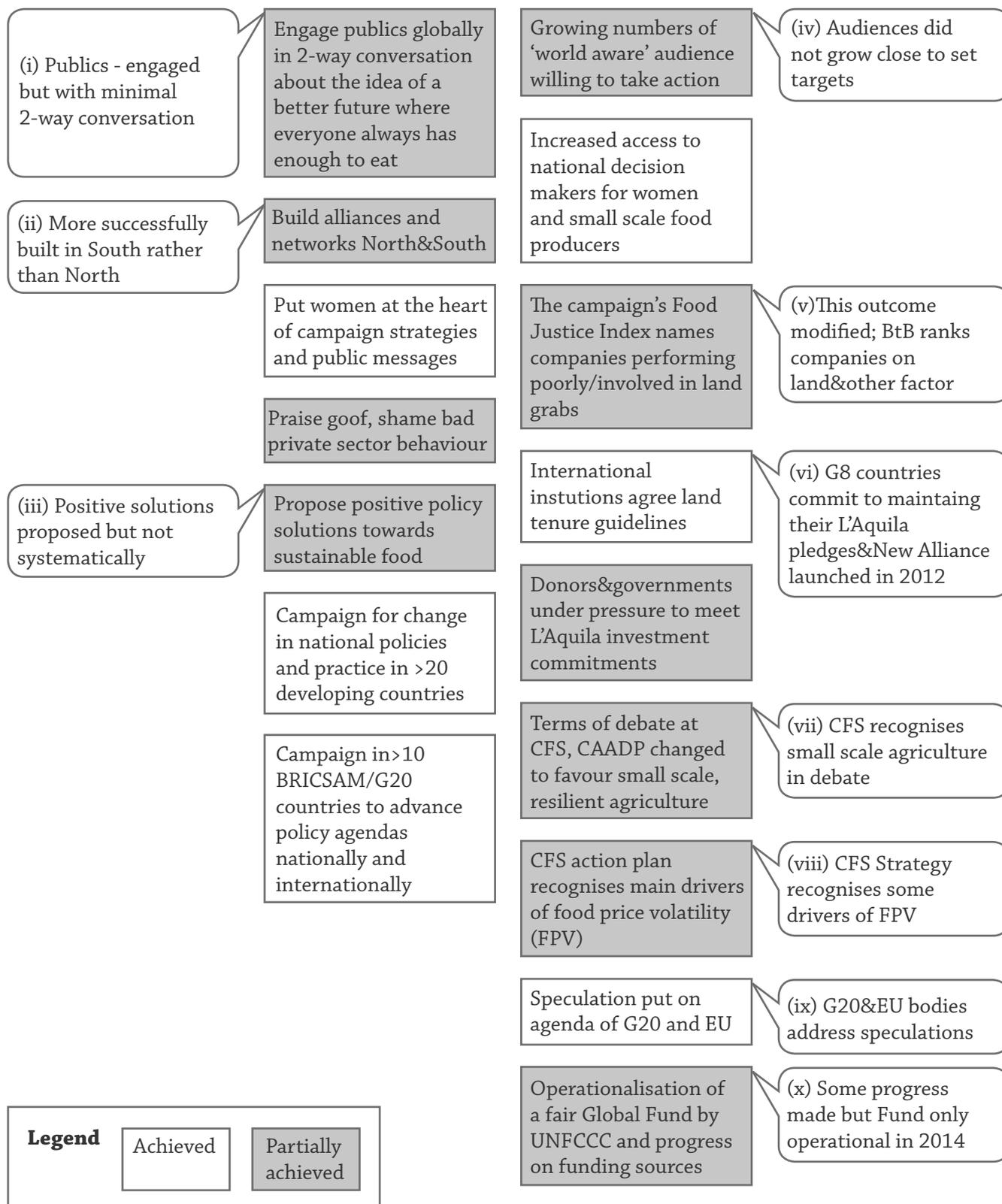
In this first phase, a number of outcomes were achieved across 50 countries and globally. The most significant achievement was securing policy changes or commitments on food and land from governments, corporations, and global bodies in addition to involving rural women in these processes as detailed in this report. The biggest challenge has been to “deeply engage” with a global audience of 50 million on one or more of the GROW themes; more success has been seen in building national networks or cross-country initiatives, that while effective, haven’t constituted a global movement on food.

The following diagram is a progress review with explanatory comments based on the steps 1-2 of the initial GROW Impact Chain (see annex 2 for the complete Impact Chain). This review illustrates where GROW progressed in the first 21 months, notably on the short term outcomes of increased access for women and food producers to decision-makers, the land tenure guidelines and speculation. In addition to the aforementioned, other positive achievements discussed further below include progress on company policies, biofuels and access to decision-makers that feature in step 3 (medium-term outcomes). Some short-term outcomes, such as the slow momentum on creating a Green Climate Fund, were only partially achieved due to factors outside of Oxfam’s influence. GROW also achieved some outcomes related to the food crises of the Horn of Africa drought and Sahel famine during this period that don’t fit within this Impact Chain. The limitations seen for some strategies, such as alliance-building and engaging publics in the North are also considered.

Impact chain: step 1-2 of 5 GROW Campaign, 2011-2015 - with progress assessment

Strategies

Short term outcomes - 1 year

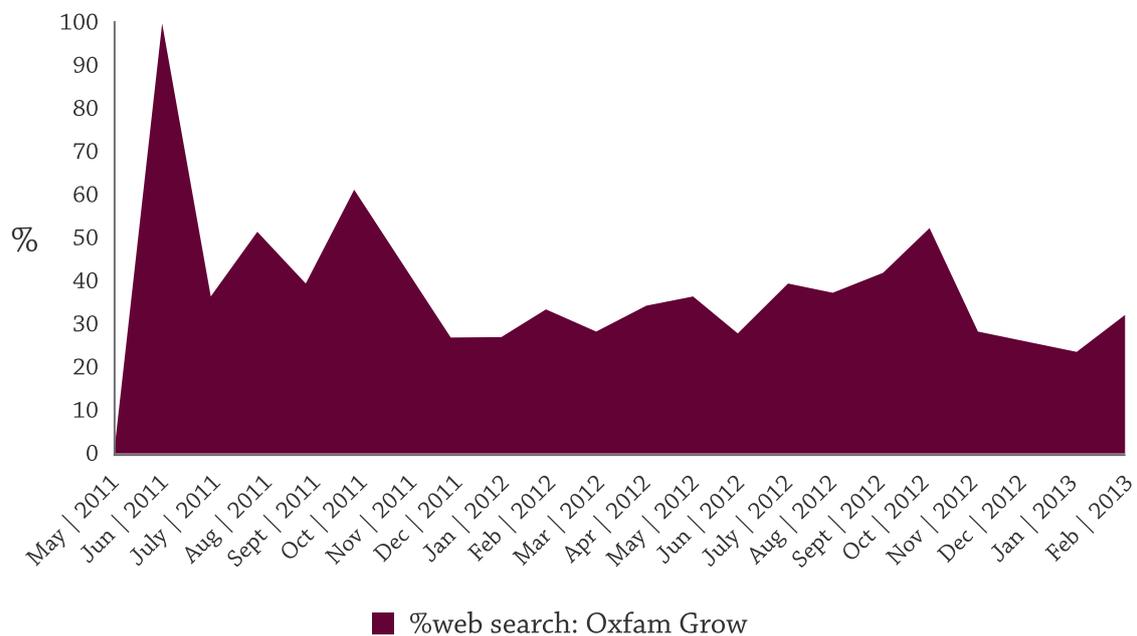


4.1. ASSESSING PROGRESS TO DATE

What progress, or lack thereof, has been made toward the five strategic objectives of the campaign?

Focus of the public campaign over time: Following the launch in June 2011 which presented the four GROW themes, the immediate international focus was on the Horn of Africa drought jointly with Oxfam’s Rights in Crisis (RiC) campaign. In parallel, national activities began to be launched focusing on different themes and aspects of the GROW campaign relevant to their contexts, with currently some 50 countries active. Following the release of the “Land and Power” briefing paper in September 2011⁴, a Ugandan land case featured in aspects of the public campaign for several months. Once the ombudsman of the World Bank group commenced mediation between the actors involved in the case, the Uganda case no longer featured in Oxfam’s public campaigning⁵. In May-June 2012, the EJCMT placed priority for public campaigns on the impending food crisis in the Sahel. In September 2012, the six month Land Freeze initiative was launched targeting the World Bank (WB) and re-focusing the campaign on land. The private sector-focused food index project, initially planned for public launch in January 2011, became the BtB initiative and was launched in February 2013.

The following timeline shows key international milestones in the first 21 months, with the background graph indicating public interest as seen through web searches on GROW⁶.



4 OI (September 2011), Land and Power, The growing scandal surrounding the new wave of investments in land, 151 Oxfam Briefing Paper.

5 The case under mediation (Agri-Vie Fund-02 of Mubende, Uganda) has made substantial progress towards settlement, for further details: http://www.cao-ombudsman.org/cases/case_detail.aspx?id=181

6 This chart was developed using Google Trends and shows the number of web searches on Google globally in English by month of the words “Oxfam GROW” together. In some cases, such as February 2012, it was not possible to identify the reasons for the peak. Some activities, such as “Oxfam on tour with Coldplay” came up consistently in searches throughout the period rather than peaking.

The above description illustrates that in the first 21 months, GROW faced challenges in its international orientation and direction that impacted on affiliates and country offices; it particularly influenced their ability to understand and drive the campaign forward.

Progress on assessment is described below based on each of the five global objectives and their sub-objectives.

1. Helping grow movements to build a better future where everyone always has enough to eat

This objective included three sub-objectives: a) building a public consensus; b) establishing a movement; and c) ensuring that decision-makers feel the pressure of the movement.

a) Building public consensus: the interim targets were to reach up to 1 billion and “deeply engage” with 50 million people. Based on the available monitoring data found within quarterly reporting, this evaluation found that the campaign did not reach more than 10% of these target (Impact Chain, comments i & iv), which Oxfam sees as largely aspirational targets (and therefore not realistic). In the period under review, GROW was not able to build a broad public consensus but instead made progress in increasing the priority of certain issues such as land on the public agenda according to persons interviewed. Examples of campaign activity that brought large numbers of people to take action included the “Stop the African Hunger Games” petition on the Sahel crisis (533,000 signatures), the *Polochic* (Guatemala) land grab petition (107,000), action on the BtB websites (110,000), Land Freeze petition (50,000) and GROW Method interactions (30,000). However, while individually these initiatives raised awareness and spurred action, taken together they did not constitute a broad public consensus as they were not joined up or interlinked.

b) Foundations of a movement: GROW has been successful at building alliances on the national rather than the international level and in the South rather than in the North (Impact Chain, comment ii). Examples were seen at a national level in the South where the campaign was partially built on existing alliances from social justice campaigning (e.g. Bangladesh, Burkina Faso and Guatemala). These coalitions did bring increased access to decision makers, as seen in Burkina Faso and Bangladesh as desired for this sub-objective. Coalition building at the international level and amongst Northern affiliates was less evident. On the contrary, at these levels GROW was often perceived as exclusively an Oxfam campaign, as seen in the Land Freeze initiative (see case study in annex 1). Focus was also placed on the emergence of Southern and Northern female “voices”. Southern “voices” did emerge, notably with the Female Food Heroes (FFH) projects, which focussed on women who grow and/or produce food. The project was implemented in different forms in some 15 countries⁷ and brought these women to prominence. For example, in Tanzania FFH became a national TV show and in Burkina Faso provided access for women producers to government ministers. Northern female “voices” were less evident although Oxfam Canada did participate in the FFH and Oxfam America brought some

⁷ Countries that reported FHH included Ethiopia, Tanzania, Nigeria, Zimbabwe, Armenia, Tajikistan, Philippines, Russia, Burkina Faso, Bangladesh, Canada, Bolivia, Bangladesh and South America Region.

southern FFH to the USA for a promotional/advocacy tour or with other affiliates sponsored their participation in international events.

c) Influence/pressure on political and corporate decision makers: based on internal reporting, external interviews and policy documentation, there was enough evidence to conclude that public policies in at least five GROW countries (Burkina Faso, Guatemala, the Netherlands, European Union, USA and India) had been influenced by the campaign to some degree, as was the set target. The BtB initiative, focused on the major food and beverage corporations and resulted in all 10 targeted corporations reacting to varying degrees such as agreeing to do more on how women are being treated in their cocoa supply chain, to commit to a plan of action, work towards signing the UN Women's Empowerment Principles, or to work with industry organizations to address gender issues. Finally, a third aspect of this sub-objective was to influence consumers about the food they buy and consume. The main activity seen with regard to this aspect was the GROW Method, that focused on conversing with consumers on everyday actions around food. This was implemented in some ten countries engaging over 30,000 people⁸. Other initiatives such as the *Koudou du Faso* fair in Burkina Faso, the women's market in the Philippines or the *Salone del Gusto* event in Italy profiled local food production and consumer choices. The challenge for initiatives of this nature was to reach and engage with larger audiences than those direct participants.

2. Stopping land and water grabs by powerful corporations and countries, which seize the land and water people living in poverty depend on for food

This objective had two sub-objectives: a) implementing policy changes to strengthen land rights; and b) stopping investors from engaging in irresponsible land and water acquisitions.

a) Policy change: a positive development was noted at the international level with the finalisation in 2012 of the Voluntary Guidelines of Responsible Governance of Tenure of Land, Fisheries and Forests by the Committee on World Food Security (CFS). According to external persons following this process, Oxfam's contribution was positive and significant in securing progressive guidelines, notably on having gender equality as an implementation principle. The Land Freeze campaign secured a public commitment of the WB to the guidelines and while not achieving a moratorium on land, is believed to have accelerated WB policy as detailed in the case study (annex 1). In 2013, the UK government announced its priorities for the G8 presidency, which included transparency and land, with Prime Minister Cameron stating:

*"We're going to push for more transparency on who owns companies, on who's buying up land and for what purpose"*⁹.

8 An "Engagement" being people comment and sharing online, according to quarterly reporting. Countries include America, Australia, Mexico, Russia, Hong Kong, Italy, UK, Brazil and Philippines.

9 Source: <https://www.gov.uk/government/news/prime-minister-david-cameron-outlines-his-g8-priorities-at-davos>

This development was cited by Oxfam staff as an indication that land grabbing issues had moved up the political agenda.

Policy changes on land rights at the national and regional levels were less prevalent with advances reported in the African Union, the Philippines, the Netherlands and Vietnam, although this evaluation could not assess the extent of Oxfam's influence in these countries/regions. Instances were also reported where Oxfam was directly involved in tackling land or water grab cases. For example, in South Sudan, Burkina Faso, Bangladesh and Guatemala (the latter three are detailed further in the case studies in annex 1). This analysis was based on a review of internal quarterly reports for the period under review.

A general feedback from interviewees (Oxfam staff and external) indicated that in many countries the topic of land rights was very sensitive, given the involvement of local "elites" in appropriating land. In addition, Oxfam did not always have the necessary resources and local level experience (notably legal) and worked only to a limited extent with those who did.

b) Stopping investment in irresponsible land and water acquisitions: There was limited coordinated targeting of investors or corporations internationally given the change in campaign priorities as described above. The BtB index did have a land criterion but it was not the focus of public or media campaigning at the February 2013 launch. Initiatives were also conducted at national level. For example, Oxfam Novib campaigned to target large Dutch banks on their potential involvement in land grabbing, which resulted in five out of the ten banks adopting preventative measures (see case study in annex 1).

There was no identifiable focus on water in this first phase of GROW, although in some countries, such as Bangladesh, many issues of access to resources were more about water than land (annex 1).

3. Reaching a global deal on climate change that keeps excessive greenhouse gas emissions from destroying access to food and production of food by people living in poverty

This objective had two sub-objectives: a) creating the political condition for action; and b) continued progress on climate finance.

The objective was not a major focus for GROW in the first 21 months. It was planned for the second phase, considering the foreseen inertia on global climate negotiations during 2011-2012. This proved to be an accurate prediction, according to observers and media¹⁰.

a) Creating political conditions for action involved increasing public awareness in rich and BRICSAM countries of climate change as a human/justice issue. Oxfam's main awareness activities were carried out at the two climate change conferences held during the period under review¹¹. Although progress was limited in these negotiations, Oxfam could point towards some progress, notably on mitigation and finance issues (detailed below). Oxfam's media and public campaigning continued to highlight

10 See for example, 10 December 2012, "Global Climate Talks Spark Frustration" <http://www.livescience.com/25404-global-climate-talks-spark-frustration.html>

11 COP 17, Durban, South Africa, November-December 2011 and COP 18, Doha, Qatar, November-December 2012.

climate change and food justice¹². Activities at the national level built on Oxfam's previous campaign and policy work continued in many Southern countries including Bangladesh, Bolivia, South Africa and the Philippines. Oxfam's previous work on climate justice (such as "climate hearings") was highlighted as an important contribution by external interviewees that they felt should be developed further in GROW. A second aim was to build consensus around a global carbon budget and in this area Oxfam's work was primarily on carbon pricing and shipping¹³.

b) Continued progress on climate finance: this sub-objective focused on the Green Climate Fund. Based on internal reporting and external interviewees, Oxfam was seen as influencing issues related to national ownership, civil society involvement, gender, and sources on finance (linked to carbon pricing issue) within the Fund mechanisms. Oxfam's ability to achieve progress with the Fund was limited by the slow momentum in establishing the Fund and the some 50 issues it reportedly needed to address in its organisation and set up before becoming operational in 2014¹⁴ (Impact Chain, comment x).

4. Investing in the productivity, resilience and sustainability of small-scale food producers, particularly women, who grow much of the world's food

This objective had two sub-objectives: a) focusing on investment by donors/governments; and b) by companies. Progress was mainly found in Southern countries and at the national level.

a) Outcomes foreseen were to ensure small food producers and women producers participated in decision-making processes and consequent policies. According to internal reporting, Oxfam has been successful in facilitating this participation in some 15 countries¹⁵. The Burkina Faso, Bangladesh, and Guatemala case studies (annex 1) illustrate the positive role GROW has played at the national level in supporting small-scale food producers to build movements, as well as access issues and policy development. There was less evidence to support that major agricultural donors had prioritised funding according to Oxfam's priorities. However, external observers believed that the role of small-scale farming was coming to prominence. In this, Oxfam's work was highlighted, strengthened by the link between its advocacy and programmes.

b) The main international initiative towards companies was in the messaging of BtB on market access and fair pricing for small-scale farmers and producers with positive responses seen in initial months, including commitments to impact assessments on cocoa supply chains by Nestlé and Mars.

12 As detailed in the internal report: Dent, K. (March 2012), GROW, COP17 *Evaluation*.

13 Oxfam /WWF (8 September 2011), *Out of the Bunker: Time for a fair deal on shipping emissions*, briefing note.

14 As reported here: <http://www.climatefundsupdate.org/listing/green-climate-fund>

15 Oxfam reporting mentioned progress in Bangladesh, Brazil, Colombia, El Salvador, Georgia, Ghana, Guatemala, India, Mexico, Nicaragua, Nigeria, Pakistan and Burkina Faso.

Women's rights at the heart of GROW

Gender and women's rights were planned to be at the heart of GROW. Examples were found where this had been implemented:

- selecting women as the focus of the first BtB push;
- integrating women's movements in national campaigns (e.g. Burkina Faso and Guatemala);
- the visibility given to new female "voices" through FFH;
- facilitating access for women (e.g. facilitating access to markets for rice producers in Burkina Faso, meetings between rural women and Ministry of Agriculture officials in Tajikistan);
- the high level engagement of US government officials on gender issues and GROW (e.g. Valerie Jarrett, Chair of the White House Council on Women and Girls);
- the gender aspects secured in the Green Climate Fund and the Voluntary Guideline on Land Tenure;
- the visibility for rural women provided through GROW activities, e.g. International Women's Day activities in March 2012 in some 20 countries;
- the training and coaching provided to women that supported them in becoming spokespersons on food issues, as seen in Guatemala.

Overall, the campaign's main contribution to gender was in providing visibility to the situation of women, often rural, in relation to the campaign issues and supporting them in access to decision-makers and markets. At this stage, the campaign did not aim nor claim to be influencing the societal factors that support discrimination against women that exists in many countries. Where gender faced challenges within the campaign was its inconsistent integration from country to country and issue to issue.

5. Responding to global food price crises and providing a fast and fair response.

This objective had three sub-objectives: a) reducing the likelihood of global food price crises; b) reducing the risk of food crises at national and regional levels; and c) providing a fast and fair response. Many of the activities were conducted jointly with the RiC campaign.

a) Reducing the likelihood of global food price crises: the first aspect focused on building public pressure for change on drivers of food price crises. Compared to the other objectives, limited activities were found, although two areas of progress were identified where Oxfam could point towards their influence:

- Bio-fuels: in June 2011 Oxfam America was part of a coalition that successfully advocated for an end to taxpayer-funded subsidies for corn-based ethanol (a bio-fuel). In October 2012 the EU

also capped the use of biofuels at 5% in renewable energy for transport (Oxfam was advocating for zero use).

- Speculative trading on agricultural commodities: Following campaigning by Oxfam, banks in France, Germany, Austria and the UK re-examined or suspended their speculative trading on agriculture commodities in early 2013, a practice associated with food price volatility (FPV).

Further work around this objective aimed to influence the CFS on FPV on which Oxfam was the civil society (CS) focal point for this issue as part of a CS mechanism. The CFS Global Strategic Framework for Food and Nutrition issued in July 2012 does reflect some concerns of Oxfam, notably on the effect on small-scale food producers, improving food market and transparency and reviewing biofuel policies¹⁶ (Impact Chain, comments vii & viii). Studies on FPV and consequent advocacy activities were reported in several countries and regions including Armenia, Bangladesh, Brazil, Burkina Faso, Georgia, Mexico, Nigeria, the Philippines, Tajikistan, West Africa and the EU.

b) Reducing risks by establishing food reserves, safety net programmes and early warning systems: activities and progress was found to be limited in this area. Examples were seen where GROW had successfully influenced the establishment of food reserves and safety net programmes, e.g. in establishing fixed price food shops during the Sahel crisis in Burkina Faso and work on the safety net programme in Bangladesh (see case studies at annex 1 for further details). In addition, early warning was a focus in some regions. For example, in West Africa where there was a push for establishing a regional food reserve and implementation of the ECOWAS Charter for Food Crisis Prevention and Management.

c) Providing a fast and fair response: activities focused on two major crises during the first phase of GROW; the Horn of Africa and Sahel crises. The external evaluation of the Horn drought response¹⁷ found that Oxfam brought media and political attention to the crisis and influenced policies and commitments. As a joint GROW/RiC campaign, the bulk of the work was carried out by the RiC team given the lack of GROW staff and priority countries impacted by the crisis. The evaluation also found challenges between GROW and RiC in different ways of working and message compatibility¹⁸.

The response to the Sahel crisis appeared to be more of a joint effort by GROW and RiC, falling within a GROW focus region (West Africa) and country (Burkina Faso). A combined action launched by affiliates and relevant country offices reached audiences through various media, campaigning and advocacy activities with highlighted outcomes including the some 533,000 petition signatures and the contribution of Oxfam to influencing EU Sahel funding (increased by €40 million in June 2012)¹⁹.

16 See FSC, (15-20 October 2012), CFS *Global Strategic Framework for Food and Nutrition*, Section C. Addressing excessive food price volatility.

17 O'Neil, G. & Austin, L. (August 2012). *Review of Humanitarian Advocacy and Campaign work in the Horn drought response, Final Report*.

18 P. 26, Idem.

19 Further details can be found in the evaluation report: OI (May 2013), 2011-12 *Sahel Food Crisis, Oxfam Campaigns Response Evaluation*.

What have been the campaigns most significant outcomes to date?

Significant outcomes were defined as those where progress had been assessed as being more important compared to other outcomes, drawn from the above progress assessment, as well as the monitoring data and feedback from survey and interview respondents:

- The commitments to change policies from companies targeted by the BtB initiative (mentioned by 18 out of 46 Oxfam campaign staff surveyed as most significant achievement);
- The media exposure and access given to the FFH as “voices” on food in over 15 countries, for example, access seen to political leaders and national debates in Tanzania and Burkina Faso;
- Changes to World Bank policies as a result of the Land Freeze initiative;
- Changes to national agricultural and food security processes/policies and local “wins” on securing land for women and vulnerable groups in some 20 countries²⁰;
- While North-South collaboration might have been challenging (see below), significant progress was made in South-South collaboration within Oxfam. For example, interviews identified a strong link in exchanging campaign tactics and strategies between West Africa and Latin America as a result of the campaign.

Other positive outcomes included the adoption of the GROW Method (in some 10 countries as described above) policy change on bio-fuels (EU and USA as described above) halt to investment on food speculation by EU banks; coordinated campaigning around the Sahel; and securing progressive CFS guidelines on land tenure. It should also be recognised that the GROW brand (as seen in its logo, typeface, images and slogan) has been widely adopted within the Oxfam confederation and served as positive unifier between the North and South for the campaign. Factors key to these successes are discussed below in section 4.3.

As mentioned above, a significant negative outcome that was highlighted by Oxfam staff and external persons was the inability for GROW to deeply engage a significant international audience (no more than 10% of set targets) on one or more of the campaign themes in the first phase.

What are the limiting factors that were encountered (internal and external)?

“Shifting gears too quickly within the campaign. Not sticking with public messaging long enough to bring supporters along” Affiliate HQ staff

“The biggest constraint is the constant changing of the focus of the global campaign and its impacts to country program’s workload if they want to keep up with it” Country office staff

²⁰ In addition to those mentioned in footnote 15 (agriculture reform): Guatemala, the Philippines, South Sudan, the Netherlands and Sri Lanka.

“Affiliates have not gotten behind the same set of priorities and campaigned together. In addition various teams come up with different strategies that are then not integrated with one another and in some cases counter to one another”

Affiliate HQ staff

The following internal limiting factors were identified based on the interviews and survey responses of campaign staff:

Focus: The changing focus of the campaign was found to be the main internal constraint (cited by 20 out of 42 survey respondents). As illustrated by the above quotes, it was thought that the campaign moved from theme to theme too quickly, not allowing the activities to develop and gain support with audiences. An example of this was the quick change in focus from the Land Freeze initiative to BtB, which was noticed by targets, such as the World Bank (see case study on World Bank in annex 1). This was also related to the broadness of the campaign, which some identified as an advantage and others as a constraint. Even some of the larger affiliates felt overwhelmed by the quantity of issues addressed and materials produced on the five GROW objectives. Finally, some external stakeholders felt that GROW had not selected the right focuses, for example, the focus on the World Bank over other more popular food or land themes, as illustrated by the following quote:

“Why did Oxfam choose the World Bank that is very remote for most? Look at the campaign on bees – they are essential to food – everyone can relate to that” external interviewee, Northern CS

Resources: The lack of resources to support GROW was found to be a constraint (cited by 15 out of 42 survey respondents). In particular, respondents mentioned the lack of staff and high turnover together with limited budgets to match the ambitious campaign targets. This was particularly relevant when GROW was seeking implicitly or indirectly changes to the public’s behaviour, such in the choice and consumption of food, that would require large scale campaigning that was not within the resources of GROW.

Coordination: Challenges were seen with the coordination of different GROW priorities within and between affiliates (cited by 10 out of 42 survey respondents). Affiliates were not always able to agree on a set of priorities to campaign on jointly. For example, affiliates agreed at the highest level (i.e. Campaigns Group) on a six months campaign spike targeting the World Bank. Nevertheless, this was followed by a lack of sufficient support from most affiliates (see case study on World Bank in annex 1). It was also mentioned that not enough thought was given to establishing a connection between different international initiatives, such as the GROW Method and BtB for example. Finally, the sign-off process was also seen as an impediment to the success of the campaign, particularly in terms of the effectiveness and dynamic of the campaign.

Single Management Structure (SMS): In some countries, such as Guatemala, the campaign coincided with the SMS process, which entailed a significant number of changes to the structure in a short time. As a result there was limited or overstretched capacity available to support GROW and a general lack of ownership.

Balancing support between international and national campaigning (discussed below in section 4.2) was also identified as a constraining factor.

There was much less consensus on limiting external factors than for internal factors, with the following mentioned:

- The existence of coalitions and NGOs already working in some countries on thematic areas such as food (e.g. Brazil) and land (e.g. the Netherlands).
- The overlap with other campaigns with similar focuses, i.e. IF campaign in the UK since January 2013.
- The changing of supportive to less supportive governments that could halt or erase progress in issues of land, food and development, e.g. Canada and the Netherlands.
- The onset of crises (Horn of Africa and Sahel) that deservedly re-focused campaign resources and priorities but meant other GROW priorities could not be advanced.
- Limited public interest in some countries (i.e. Hong Kong, Australia and Western Europe) on some issues such as small-scale farming in developing countries.

4.2. CAMPAIGN MODEL

Looking at the campaign model of primarily national-level campaigning – how effectively was the work at national and global levels combined? Other implications for the global model?

Effective aspects of the national-global model:

- The model allowed national campaigns to model and shape GROW to fit their local contexts, often with coalitions (mainly in the South) that were effective in developing ownership of the campaign beyond the Oxfam affiliate. This was seen in Burkina Faso among others.
- The model provided initiatives that could be transferred successfully from one context to another. Further, although an initiative such as FFH had less relevance to Northern affiliates, the experience could be used both in the North and South, i.e. profiling of FFH from the South in the North adding value to Northern campaigning and credibility to the involved women in their home (Southern) countries.
- Some positive but limited number of examples were seen in bringing local issues to the global level. One example was the Polochic land grab case in Guatemala, which moved from a local to an international issue as a result of Oxfam's campaigning (mainly Intermón Oxfam) with its allies. Contrary to some other cases, which avoid international visibility due to political sensitivities, this initiative actively sought international support.

Less effective aspects of the national-global model:

- Although the focus on national-level campaigning implied a lower priority to global moments for the campaign, both Oxfam staff and external observers expected more to happen at the global level.
- When international initiatives such as Land Freeze and BtB were carried out, most Southern

offices struggled to find relevance in these initiatives. On the Land Freeze initiative, Southern offices were also reluctant to communicate their experiences for international case studies given the sensitivity of land issues in some countries.

- The breadth of issues addressed by GROW meant that for those working in the South (and the North to some extent) struggled to follow progress on all issues and understand *who* was leading *what* and with *which* authority. In some cases, this was overcome by the informal networks that had built up around issues (i.e. climate change) but this was not always the case.

How has this campaign linked in to Oxfam's other programme work? Where has that worked well, and what have the benefits been?

Amongst Oxfam staff, there was a general consensus that GROW had linked well to Oxfam's programmes, particularly in the agricultural aspects of GROW (objective 4). Staff of Southern offices thought that GROW linked better to their programmes and provided them more support than other global campaigns such as Make Trade Fair in the past and Essential Services currently. In some contexts, such as Bangladesh, programme staff linked up with the GROW campaign to promote and advocate their priority issues that were consistent with those of GROW. Further, in new funding proposals, programme staff felt able to include an advocacy element that they could link to the competencies developed by GROW.

The work of GROW in the first phase of food crises had mixed results from the point of view of the programmes. The first experience with the Horn of Africa drought was seen as positive although the programme staff did not always feel their priorities were being taken up in campaigning on the crisis²¹ (although the role of GROW in the drought campaign was limited and mainly led by the RiC team). The second experience with the Sahel crises was generally seen as positive and the analysis, content and campaigning of the joint GROW/RiC effort was crucial in building support for action on the crises. In the case of Oxfam Novib (the Netherlands), the GROW/RiC messages on the Sahel were a key component for a fundraising drive (annex 1).

21 Op. Cit. O'Neil, G. & Austin, L. (August 2012).

4.3. MAKING RECOMMENDATIONS FOR FUTURE WORK

What can be learnt from how these successes came about?

What are the critical success factors contributing to the early progress that was made? What can be learned from this? What areas of weakness are there in the campaign?

The following summarises the main factors that facilitated and hindered success (weaknesses):

Factors that facilitated success

- GROW was created on the basis of a broad consultation within Oxfam.
- Oxfam established a consistent GROW brand that was adopted by virtually all the Oxfam confederation.
- When Oxfam in the South engaged potential partners in the concept phase that then developed common ownership.
- Flexibility of the GROW model that allowed affiliates and Southern offices to adapt initiatives and select the most relevant to their context as priorities.
- The “critical mass”²² factor that affiliates felt they were part of in joining an initiative such as the FFH and BtB.
- The proximity and relevance to Oxfam programmes was key in gaining support amongst programme staff and management.
- The selection of relatively precise policy areas (i.e. WB land policies; biofuel policies; agricultural reform) where Oxfam was often the only major INGO taking an interest.
- The combination of media, public mobilisation and policy in campaigning (with examples seen with the Land Freeze and national campaigns where this combination was key to results achieved).

Factors that hindered success

- The initial “stop-start” focus on land that created uncertainty within the confederation of the focus on GROW.
- The inability of the confederation to gain a “critical mass”²³ of affiliates around most GROW initiatives (with FFH and BtB being an exception - although relevance for all is still a question).
- The inability of GROW to build a large global movement for the campaign (but rather smaller movements that were not joined up).
- Issues of coordination, focus and resources as listed above under “limiting factors”.
- The lack of coalition building by Northern affiliates and on global initiatives.

22 “Critical mass” in that enough affiliates joined to make it feel like they were part of something large or significant.
23 Ibid.

- Lack of mechanisms to identify Southern issues and profile them on the international stage (with Polochic and the Sahel crisis being two exceptions).
- Divergence in focus by some affiliates linked to inconsistencies in supporting campaign priorities
- The sensitivity of the land issue made it attractive to campaigning in the North but on the other hand made it difficult for the South to work publically on it.
- The opposition that GROW has faced to date in national land and agricultural policies indicates a real “battle of interests” to win policy support.

Learning on successes and weaknesses are integrated into the conclusions below.

Based on the evidence, what are the recommendations for:

a) Areas of focus

Focus: the findings of this evaluation present a type of paradox; GROW is a campaign that has been broad enough for all to be able to adapt to their own contexts. Yet at the same time, many identify this broadness as too complex and diverging from the original aim, which was on food justice and an improved food system. In that sense, priorities that emerged from the South (such as agricultural reform) are not conducive to those from the North (such as company policies). Therefore, GROW may be unable to find a global focus to address in the final phase of the campaign but more so recognise/reinforce national and regional priorities. Of note, the activity that mobilised the most in terms of numbers was a regional focus (i.e. Sahel petition).

Recommendation: Review the issues that have emerged and seen success at a regional or national level during the first phase of GROW; consider how these could be reinforced in the second phase, i.e. essentially seek out more of the “local to global” opportunities.

Movement: Helping grow movements to build a better future (objective 1) on a global level was an ambitious objective that has yet to be met. While GROW has established a following on different issues across countries and regions which may be considered the starting point for a global movement on food, the fact that the objectives are so broad may have diluted the potential for a momentum and impact. Further whereas GROW has been successful in supporting this movement through coalition building in the South, limited success has been seen in the North. Coalition building has been limited with organisations of equal or similar status to Oxfam. The evaluation saw where coalition building had added real value to GROW in terms of reach and impact was at the expense of a reduced visibility for Oxfam, which this evaluation believes is worth sacrificing in this case.

Recommendation: Review where GROW has successfully built supporter bases and coalitions; consider how these can be linked up and brought into an overall approach to supporting movements, focused exclusively on food to avoid confusion and dilution. Available resources would need to be reviewed to see what is feasible in this area.

b) Ways of working in the second half of the campaign

Coordination: An analysis of the factors that hindered the success of the campaign demonstrates that the majority were internal and mostly linked to how Oxfam sets campaign priorities and whether affiliates and country offices support them or not. While this may be a structural issue inherent to any confederation, the inconsistency in following priorities in international campaigning caused frustrations and tensions both in affiliates and country offices.

Recommendation: Create a more transparent process where affiliates and offices state clearly their support and involvement in global campaigning priorities; review how the campaign structure (Campaigns Group and EJCMT) enforce and monitor their decisions and set priorities.

Sustainability: GROW has implicated itself in many policy processes that have demonstrated initial positive results. However, both internal and external stakeholders expressed some concern about long term monitoring and follow-up of these processes, some of which would span beyond the GROW time frame. An in-depth follow-up of some issues, such as policy implementation for the companies of BtB or Southern government implementation of policies would only be possible through the partnerships that Oxfam has established or needs to establish in those regions.

Recommendation: Ensure that resources (both human and financial) are available and allocated to monitoring and following-up on GROW's policy achievements both regionally and globally, in coordination with relevant partners and coalitions.

Global-national model: The model has faced challenges in bringing global issues to a local level and in securing global attention to local issues. Overall, there was greater success for the former in that Southern offices were focused on global issues, adapting them to the local context and working towards similar goals, mostly centred around agricultural reform but linked to land and food policy. Some inconsistency in relevance of some global initiatives is to be expected given the different contexts and priorities. Where GROW has been less successful is in bringing local issues to a global level, with the notable exception of the Polochic case. While there was potential for other success stories in the South to be used for global campaigning, the sensitivities of the local context were not considered thoroughly enough. The Sahel crisis was another example that showed how global attention can be brought successfully to a regional issue.

Recommendation: Consider introducing a mechanism to identify local issues that need global support and/or have the potential to be communicated effectively. Consider more carefully, the political context of the topics at hand and the long-term consequences for both the local and global levels.

c) Long term issues

Following are four broad issues identified for reflection as a result of the evaluation. No precise recommendations are made.

Gender and campaigning: In many ways GROW is the perfect campaign to further gender issues in an integrated way: gender is inherent in many of the issues addressed by GROW (i.e. women's role in agriculture). However, although positive examples were found in the campaign, varying between countries and issues, the integration of gender was not always carried out in a consistent manner. Gender only took on an important role as a result of a conscious effort made by campaign staff rather than as a result of a campaign-wide approach. This evaluation found that GROW, or similar campaigns, would require further support from gender specialists (internal or external) in order to ensure more effective integration: campaign staff mostly lack the skills and know-how at this stage to do so.

Climate justice and food: This area of focus in the GROW campaign is planned for the coming year. Climate justice is an issue that was a past priority for Oxfam (in the lead up to the climate negotiations of Copenhagen in 2009), however it has been less of a priority in the past years as focus shifted mainly to climate finance. While establishing connections between food and climate justice has obviously been considered by Oxfam (or is doing so), two findings from this evaluation may be relevant: 1) external persons interviewed recalled some of the climate justice work (the climate hearings) and this provided visibility for Oxfam, the issue and the climate-affected populations; 2) climate change campaigning has traditionally been linked to global negotiations. As mentioned above, the process is progressing slowly and the challenge for Oxfam will be to establish how to ensure an impact in this area given this situation – in this regard, national (or regional) policy may be more suitable targets than international.

Policy or individual change: An analysis of the progress to date indicates that GROW has been most successful in influencing government policies, companies and multilateral bodies, such as the World Bank. In this area, Oxfam's expertise was recognised by external observers. Oxfam was seen as one of the best organisations to understand policy processes and recognise when to apply pressure. However, GROW is also about triggering individual change, whether through simple online actions or what food people buy or in determining how to best advocate to policy makers. Positive examples were found by this evaluation: from the nearly 7000 who created a video clip for the Coldplay project to the women who were coached by Oxfam in Guatemala to take on leading roles in their movements. Nevertheless, this evaluation found that more could be done by Oxfam to consider the individual behavioural model and its potential.

The global campaign: Perhaps the most significant issue at the heart of global campaigning is the question: is there a role for global campaigns such as GROW? Within Oxfam this evaluation found a split between those who see the value of "joined up" campaigning such as GROW and those who see the value of more targeted campaigning (with the Arms Trade Treaty campaign being an example cited). What is clear is that the global campaigning model is changing; the greatest reach of the campaign to date (the Sahel petition) was through the use of a free tool (Avaaz "do-it-yourself" module). Considering the short time frame of this evaluation a long term solution could not be delineated, however it was evident that more reflection is required about future models of global campaigning.

ANNEX ONE CASE STUDIES

CASE STUDY 1: GROW LAND FREEZE CAMPAIGN

This case study focuses on the land freeze activities targeting the World Bank (WB), which were carried out in 2012 and early 2013. This case is a complement to the first evaluation focus (“assessing progress to date”) and the assessment of GROW objective 2 (land grabs).

Background

In October 2012, Oxfam launched a six months campaign targeting the WB as part of the GROW campaign. The campaign had two main aims: a six month freeze on large-scale land acquisition led by the WB; and a review and improvement of the WB’s policies and regulations in relation to Free, Prior and Informed Consent (FPIC), transparency and governance of land.

A broad range of activities were initiated by Oxfam including research with consequent policy briefs, lobbying meetings and presentations, a media launch with a celebrity letter, a video project with the rock group Coldplay, social media actions (including a petition) and stunts (e.g. mobile billboard outside the WB HQ or “sold” images of prominent landmarks). Within Oxfam, the campaign was intended to be a unifying element for GROW in which all affiliates could participate. Activities were carried out by 13 Oxfam affiliates but the bulk of the work was conducted by two (Oxfam GB and Novib). The Oxfam International office in Washington DC was also heavily involved.

Achievements

The October launch resulted in significant media coverage. It included international media such as CNN, Reuters, International Herald Tribune, BBC Radio, The Daily Telegraph (UK) and The Guardian (UK), The New York Times, Time Magazine in addition to other national media.

According to Oxfam’s own monitoring, social media actions achieved between 10-25% of its exposure/action targets during the campaign, for example 50,000 signatures for a target of 200,000. However, the WB reacted through social media (Twitter) and the issue was shared with Coldplay’s 38 million supporters through social media and email.

There was general consensus among all stakeholders interviewed that Oxfam’s campaign did raise awareness on the issue of land grabs both within the WB and externally. The lobbying and policy work combined with the coverage generated by media and social media placed pressure on the WB. Consequently, it was seen as provoking internal discussions within the WB but some of their staff commented that the discussion focused too much on the veracity of the claims made by Oxfam and not enough on the issue itself. There was also some debate around the legitimacy of targeting the WB instead of other actors. NGOs focusing on land issues felt that this approach was appropriate since few

international NGOs have focused on the WB and this campaign resulted in heightened attention to the issue. Other civil society thought the WB as a target was too “remote” for the general public.

The proposal for a six-month freeze was publicly rejected by the WB. However, during the six month campaign, changes did occur in WB policies and regulations, notably: two statements from the WB (with one quoting their President); a public commitment to the FAO Voluntary Guidelines on Land Tenure; inclusion of land rights in the WB safeguards review; an International Financial Corporation (the WB’s private sector arm) action plan on financial intermediaries; and a promised internal review on land rights issues by the WB evaluation group.

At the minimum, the campaign accelerated action on all of these policy issues. There was general agreement that the campaign’s greatest contribution to policy change was on the safeguards review. Concerning the voluntary guidelines, the WB was present during their development and WB staff claim that they were always in favour of these guidelines. The campaign was seen more as a trigger to publically commit to them. The WB’s commitment to FPIC saw little policy movement, although it may be too early to see any significant change.

Facilitating and hindering the achievements

Achievements were facilitated by the fact that the WB shared Oxfam’s concern about large-scale land acquisition. This, in turn, allowed for a quick reaction and accelerated the WB’s actions on some policy points. Oxfam’s policy “asks” were also precise enough to allow the WB to respond. In addition, the timing of the campaign was well planned, as it matched the key public events of the WB such as their annual and spring meetings. Less optimal was that the timing coincided with the appointment of a new WB President.

Oxfam mobilised a team with the necessary experience and skills needed to launch a campaign quickly and professionally. Oxfam’s reputation as an international humanitarian and development actor also contributed to the impact of the messages, despite the lack of known specialisation on land. Achievements were also facilitated by the combination of policy, media and public mobilisation tactics.

What hindered the achievements was the lack of support within the Oxfam confederation. The campaign was perceived by the WB staff as more of an OGB initiative rather than Oxfam globally. No major coalition building was seen around the campaign. The sensitivity of the topic prevented success stories on a local level from being transcribed into case studies which could have been used for policy briefs as well as media relations. For those working on the campaign, the lack of publicly-available case studies of land grabs at national level around WB projects was seen as key limitation for gaining further visibility on the issue (although the team was able to use some non-public information in private lobbying settings). Some questions were raised about the capacity of Oxfam to follow and support the different policy initiatives, given that many initiated processes will take 2-5 years to come to fruition.

WB staff noted a lack of internal coordination within Oxfam on the issues being presented, for example inconsistencies in Oxfam's messages between different staff and the perception of different priorities of affiliates. Further, the overlap of the campaign with two other issues sent mixed messages to WB staff and other external stakeholders: the Polochic case (Guatemala land grab) and the Behind the Brands initiative. The former created some confusion as it was the same issue and the campaign ran at the same time yet the direct link was not clear. The latter issue signalled to some WB staff that they were no longer a focus for Oxfam.

The overall messaging strategy was perceived by some to be ambiguous: asking the WB to ensure compliance on the issues and in parallel lead others in doing the same. Instead of building on WB achievements, messages focused too much on criticisms and shortcomings (*using "sticks" when it should have used "carrots"*). WB staff also disputed some statistics and facts used by Oxfam in their policy briefs and statements. WB interviewees thought that a better approach might have been for Oxfam to support the WB more on land governance issues, for example through the promotion of their Land Governance Assessment Framework which Oxfam did not necessarily agree with as the most appropriate approach to take.

The campaign also affected the ongoing relationship with the WB, the extent of which was difficult to determine. Some WB staff believed that the campaign may have negatively influenced the long term relationship between the two organisations, whereas as others thought it created temporary tensions that could be overcome. As a recent meeting was held between the WB president and Oxfam senior management it would indicate that a constructive relationship still existed.

Lessons learnt

- The initiative showed that intense campaigning focusing on one target and incorporating precise policy "asks" can generate successful outcomes within a limited time period;
- While such campaigning can produce immediate results, Oxfam needs to work on a longer term strategy, providing resources to follow up and ensure that any "wins" are secured and implemented;
- The use of a central "ask", which may be considered overambitious should be reviewed carefully, weighing the attention it may bring against the potential reputational risk;
- Bringing visibility to an issue – and placing the organisation in the public spotlight - can have an impact on the policy processes within a multilateral organisation such as the WB;
- Oxfam requires a commitment from all key affiliates for international campaigns to have a maximum impact. If not, stakeholders may misperceive the campaign as more of a national rather than an international initiative;
- The lack of coalition building meant that Oxfam couldn't legitimately speak on behalf of a broader civil society and multiply its campaigning through partners. Positively, this meant that Oxfam was seen as the key reference on the issue;

- The focus of the campaign – land grabbing – was challenging in terms of context and engagement of Southern offices. When offices did engage on the issues through local actions it was often difficult to communicate about the results. Further, land rights and tenure were less sensitive than land grabbing in many contexts.

CASE STUDY 2: BURKINA FASO

Background and context

Burkina Faso, a landlocked country in West Africa, has a population of 15 million inhabitants with one of the lowest GDPs in the world. About 30% of the population lives on less than 1 dollar a day. Agriculture represents one third of the GDP and occupies 80% of the working population. As part of the Sahel zone in the North, the country is especially vulnerable to drought and food scarcity: in 2012, more than 2 million persons were affected by lack of food and water.

Oxfam in Burkina Faso is led by Intermón Oxfam (Spain) in collaboration with Oxfam Quebec and Oxfam Solidarité (Belgium). Oxfam's activities in the country include reinforcing rural communities, improving the status of women and youth, food security, water and sanitation in humanitarian crises. There is a vibrant civil society in Burkina Faso and the possibility to participate in a dialogue with the government on humanitarian and development issues.

GROW in Burkina Faso

In Burkina Faso, GROW has focused on three out of the five global objectives: building a movement (objective 1), investing in small scale food producers, particularly women (objective 4) and responding to global food price crises (objective 5). The campaign in Burkina Faso is part of a regional approach for West Africa and incorporates both national and regional activities. The campaign is led by a team comprising of a campaign manager and an assistant with management support from the three affiliates in-country. Prior to the GROW campaign, Oxfam has been active in campaigning on fair trade, economic partnerships between the African Union (AU) and West Africa, the promotion and consumption of local products, food security and agricultural policy in Burkina Faso.

Strategy and approach

In the first two years of the campaign, the main activities focused on reducing the risk of food crises and reinforcing the value and investment in local agriculture, notably family farming.

A starting point for the campaign was the establishment of a broad coalition of around 20 civil society actors, including national and regional organisations representing farmers, food producers, women, youth, consumers and NGOs. These actors were involved in developing the campaign messages, activities and priorities and several took leading roles in the campaign, notably the national organisation of farmers (*Confederation Paysanne du Faso*) and the umbrella organisation for NGOs (*Secretariat Permanent des ONGs du Burkina Faso*) and the national consumers organisation (*Ligue des Consommateurs du Burkina (LCB)*)

The main GROW activities implemented were coalition-building, research, awareness raising, advocacy and events (roundtable discussions, training workshops). Many activities centred around the GROW week in October which culminated in a new fair launched by GROW, *Koudou du Faso*, held in the capital Ouagadougou in both 2011 and 2012. The fair promoted the production and consumption of local food with various stands promoting local products and dishes, prepared primarily by women (90% of participants). With some 2000 visitors each year, the event attracted media attention and the patronage of several Ministers (Promotion of Women, Commerce and Industry and the President of the Parliament). The fair was complemented by seminars, training workshops, and film screenings, which focused on food security themes.

Mobilising the alliance (organisations of agriculture professionals and civil society) to identify and implicate themselves in key national policy developments in the area of agriculture and food security was an on-going focus for GROW. The alliance participated in consultations, meetings and workshops to influence the place of family farming and food sovereignty in the national programme for the rural sector (PNSR - *Programme National du Secteur Rural*) and in the new orientation law for agriculture. Another advocacy activity was supporting women processors of rice in accessing official markets for their product through capacity building (advocacy training), creating and supporting an association - the National Union of Women in Rice Processing (UNIREZ), raising their profile and accompanying them in discussions with officials.

With a food crisis hitting the Sahel in 2012, the campaign mobilised around the crisis together with the Livelihoods and *Rights in Crisis* teams through targeted research, media visits to affected regions and advocacy through meetings with government officials. The campaign also organised awareness-raising activities about the ECOWAS Charter for Food Crisis Prevention and Management as part of a regional initiative.

A conscious effort was made by the campaign to place women at the centre of activities. The important role of women in family farming and food production was emphasized with women's organisations (farming and non-farming) joining and actively participating in the GROW alliance, a first for Oxfam in Burkina Faso. Activities such as the *Koudou du Faso* fair and the rice processing initiative raised women's profiles in this sector. Women were also at the centre of the campaign on land issues, as the focus was to advocate for women's access to land.

Achievements

Media coverage: The GROW campaign gained coverage in local media around key moments such as the campaign launch, the two editions of the *Koudou du Faso* fair and the ECOWAS charter workshop, in addition to facilitating international media coverage during the food crisis in 2012. Admittedly it was a challenge for the campaign to ensure constant media coverage given the complexity of key topics such as agricultural policy and food security, although coverage received was thought to have given some visibility to the campaign issues.

Awareness: The campaign increased awareness about the value of local food and local recipes through the *Koudou du Faso* food fair in Ouagadougou. However, the greater impact was possibly through participating in this fair, it provided participating food producers (90% women) access to new markets and opportunities (i.e. becoming official caterers for government functions). Further, the fair increased government Ministers (Promotion of Women and Commerce) engagement in promoting local products and cuisine.

Policy change: Campaign members participated formally in the elaboration of the PNSR, which was finalised in May 2012, and contributed to ensuring that the place and role of family farming and food sovereignty was emphasized in the document. This contribution was confirmed by government officials. The PNSR recognizes that family farming is the foundation of agriculture in Burkina Faso with its vision to improve its efficiency. It also favours agricultural enterprises, indicating the balance of interests in this policy debate. Equally, the new orientation law on agriculture in its current version (fourth draft) also provides the same balance of interest, in which the GROW alliance also participated in the consultative process. It should be noted that one article focuses on the rights of women, youth and vulnerable groups and their access to production facilities, although this cannot be fully linked to the work of GROW. The campaign's work around the ECOWAS charter heightened its visibility amongst civil society and motivated the government to take note of its responsibilities, although it has yet to act substantially on it.

Response to the food crises: An early disaster declaration was issued by the government in March 2012. At this time it also adopted the household economy approach (HEA) to food security analysis advocated by Oxfam. Both actions cannot be solely attributed to GROW but are the result of collaboration between other Oxfam programmes, *Rights in Crisis* campaign, UN agencies, NGOs, donor governments and concern of the government itself. Where GROW was strong was in advocating for fixed-price food shops to provide staple food at affordable prices. In 2012, 25 functioning shops were established by the LCB in crisis-affected areas for a duration of five months.

Role of women: GROW was successful in its work with UNIREZ by supporting them in securing an agreement to supply the national food stock (SONAGESS). Further, UNIREZ as part of GROW were able to heighten their profile by participating in national and regional summits on rice production and meeting with the Minister for the Promotion of Women. GROW's direct advocacy on land rights resulted in access to land for some 100 women in the Cascade region, according to Oxfam's monitoring.

The evaluation found a general consensus among internal and external stakeholders that without GROW there would have been limited progress on the above-mentioned issues, particularly in positioning family farming within government policy and the role of rural women. GROW organised and mobilised a coalition of organisations that together was strong in advocating and bringing about these changes.

Facilitating and hindering the achievements

The approach taken by the GROW campaign to build coalitions greatly facilitated the achievements of the campaign. Given that participating organisations could develop the priorities and messages together with Oxfam allowed a certain level of ownership amongst partners and it contributed to a proliferated impact across the country.

The policy environment in Burkina Faso was also favourable to GROW in that civil society was able to participate in the policy process and to voice an opinion, which was taken into consideration by policy makers. Policy makers thought that GROW could be more precise in what they were seeking in policy change.

The link with Oxfam's other programmes allowed the GROW campaign to gain support within Oxfam by demonstrating its relevance to livelihood, food security and gender programmes. Oxfam also faced limited competing interests with other major INGOs working on these issues in Burkina Faso and therefore could take on a leading role. Aside from UN agencies such as FAO and WFP, GROW was alone to provide a mainly national viewpoint on agricultural and food issues.

Structural issues, such as consumer access and cost were among the most important factors that hindered achievements in promoting consumption of local food. This meant that GROW would be limited in its success to promote local consumption and that, in the absence of a large-scale campaign focused on consumption habits, widespread behavioural change would be difficult to achieve.

GROW's experience in advocating for policy change demonstrated the challenge in ensuring that GROW's preferences were given priority, considering the competing interests (i.e. family farming vs. agro-business). Further, while GROW worked well within NGO circles, it needed to work further with the UN structures that have considerable influence on the government.

An aspect of working in coalition that hindered achievements was that the bulk of work was undertaken by a small number of partners. This was challenging for the campaign to manage and balance the contribution of all partners equally. The success of the *Koudou du Faso* fair was also positive and at the same time challenging in that external persons interviewed saw *Koudou du Faso* as being GROW and overshadowing all other aspects of the collaboration.

It was difficult for Oxfam and the coalition to focus on land grabbing as a GROW objective, particularly at the policy level where it remained unaddressed given the implications of political actors in this aspect. Where Oxfam did show some progress was through individual cases as described above. Climate

change, although seen as intrinsically linked to food security and agricultural policy proved difficult to profile in these two years.

Lessons learnt

- Creating a movement around GROW can be successful when partners take responsibility and are involved early and in jointly defining messaging and priorities;
- To secure a maximum impact it may be to Oxfam's advantage to work more closely with UN structures on overlapping interests;
- It is possible to achieve significant progress in access and capacity building for women by placing them at the heart of GROW;
- The experience in Burkina Faso to promote family farming illustrates the real challenges in convincing governments of the value of small scale agriculture over large scale agro-business;
- Efforts to influence policy in Burkina Faso demonstrates that progress can be made although it needs to be based on precise recommendations, monitored and followed through to its implementation;
- Awareness raising activities such as *Koudou du Faso*, although resource consuming for the team, are less able to promote widespread consumption but more so can empower female food producers;
- In land issues, direct advocacy at a local level has proven more possible than any broader policy change.

CASE STUDY 3: BANGLADESH

Background and context

Bangladesh, located in South Asia has a population of 161 million inhabitants and is one of the world's most densely populated countries. A low-lying country, Bangladesh ranks first as the most vulnerable nation to the impacts of climate change and extreme weather conditions. The economy of Bangladesh has grown rapidly as the country moves from an agricultural to a manufacturing base: today some 75% of the export earnings come from the garment industry.

Oxfam's involvement in Bangladesh began in 1970 assisting cyclone victims and was also active during the Liberation War in 1971. Oxfam was honoured as a Friend of the Bangladesh Liberation War in 2012. Oxfam in Bangladesh is led by Oxfam GB in collaboration with Oxfam Australia, Hong Kong and Novib (the Netherlands). Oxfam's activities in the country include a focus on gender justice, improving

the education of girls, young women and youth, food and income security for the most marginalized, as well as humanitarian response to crises and disasters.

GROW in Bangladesh

In Bangladesh, GROW has focused on two out of the five global objectives: building a movement (objective 1) and advocating on the right to food and its security (objective 4). Agriculture and climate change related issues have also been a focus given Oxfam's long experience in campaigning on these areas in Bangladesh prior to GROW, notably putting smallholder and women farmers at its centre. A policy and campaigning team of seven staff manage the GROW campaign in addition to other policy projects and campaigns for Oxfam.

Strategy and approach

In Bangladesh, GROW was launched in September 2011 with a "solidarity launch" including Oxfam's existing campaign for economic justice, the Campaign for Sustainable Rural Livelihoods (CSRL). Launched in 2007, the CSRL was a civil society network with around 250 local and national organizations, focused on three main areas: agriculture, climate change and trade. With wide coverage and acceptance, the CSRL was considered a natural partner for GROW. In terms of focus areas, a major difference between the two campaigns was the additional focus on the right to food in GROW. The GROW campaign in Bangladesh sought to facilitate a movement by going beyond existing partnership with CSRL, supporting a new coalition on the Right to Food for All implemented by the WAVE Foundation, establishing strategic partnership with the National Human Rights Commission (NHRC), ActionAid and their International Food Security Network, the Anti-Poverty Platform and Dhaka University. GROW aimed to build on the strong rural presence of the CSRL and focus on national issues related to food security with the new partners.

GROW and the CSRL continued to build on their work with agricultural reform and advocacy both at the policy level and through further work on the Comprehensive Agrarian Reform Programme (CARP), a policy framework they created and in rural areas took direct action to advocate for access to land and water through demonstrations, lobby meetings, human chains and media stunts. National Farmers Hearings were also held to provide an opportunity for policy makers and the media to hear the experience of farmers.

The GROW week in October each year was a peak in the campaign where fairs, roundtables, rallies and demonstrations were held across the country bringing heightened visibility to the campaign's priorities, in addition to launching live blogging and media activities. GROW's activities in food security centred on advocating for a right to food legal framework and a Social Safety Net programme from a rights-based approach that involved building coalitions and agreeing on a common approach. To facilitate this, a memorandum of understanding was signed with the NHRC to raise awareness and

campaign jointly on the right to food. In addition, GROW and CSRL tendered a submission on the right to food to the Universal Periodic Review (UPR) of the Human Rights Council, an international process that reviews the human rights records of all countries. GROW had also taken initiatives in food price volatility by proposing the establishment of civil society price commissions and carrying out research on food prices in urban areas, where little is known of its impact on vulnerable urban dwellers.

Building on previous achievements in climate change advocacy, GROW and CSRL campaign partners continued to support resilience and adaptation initiatives in the country and supported the government by providing technical advice on advancing the national action plan as active members of the Bangladesh's delegation to the climate change negotiation (COP conferences).

The aim of placing women at the centre of GROW was mainly through awareness raising for the rights of women working in agriculture (some 70% of the female workforce are engaged in agriculture compared to 42% of men). However, major barriers remained for rural women, notably in inheritance laws and cultural norms. An independent evaluation of the CSRL campaign found that it still needed to work further to contribute to improving the situation for women in Bangladesh; a similar reflection could also be made for GROW.

Achievements

Coalition building: GROW has built on the CSRL campaign to create a broader coalition for that has complemented previous achievements in agriculture, trade and climate change and extended the reach of Oxfam into new areas such as the right to food perspective.

Visibility and awareness: The GROW campaign has gained coverage in national media, mostly around GROW week and the collaboration with NHRC in addition to the advocacy actions of CSRL that attracted media coverage. Social media had been used also to reach new audiences both in Bengali and English.

Policy processes: At this stage, GROW has established the necessary coalitions and strategic partnerships to influence policy on food security and a dialogue with the authorities and civil society has started. Positive feedback was received from policy makers and parliamentarians on GROW's initiatives in this field. The independent evaluation of CSRL found that it had influenced the government's position on climate change and pointed to examples where it had facilitated access to natural resources, often water bodies, such as rivers, canals and ponds. The recommendations on the food rights presented at the UPR review were noted but the recommendations of the Council focused mainly on other human rights issues, such as violence against women and children, human trafficking, extrajudicial killings and working conditions²⁴, highlighting the challenge of profiling rights related to food.

24 For further information : <http://www.ohchr.org/EN/HRBodies/UPR/Pages/Highlights29April2013am.aspx>

The evaluation found that the main added value of GROW over previous campaigning was its ability to bring visibility of its issues to an international level through GROW and build on achievements of previous campaigns.

Facilitating and hindering the achievements

Building on links between GROW, the existing CSRL campaign and new partners was key to GROW having a broad network throughout the country for campaigning. Challenges were faced in that the GROW campaign model was different from that of CSRL resulting in different ways of working, which were only compatible some of the time.

The two campaign models differed significantly in several aspects: CSRL was more focused on individual activities of members in their local area whereas GROW tended to focus on connecting local, national and regional activities; GROW sought to establish strategic partnership with other organisations in a loose alliance whereas CSRL has a defined structure and hierarchy; CSRL provided some funding for activities of members whereas GROW mostly did not.

Facilitating the achievement of GROW was its ability to reach out to existing actors in food security and have their involvement in developing new approaches, such as the right to food framework and for GROW to support existing initiatives, such as on social safety net. This meant that GROW was perceived as an initiative that partners could bring their own priorities into rather than having it imposed on them by Oxfam. However, whereas the CSRL had developed strong ownership from its participants, GROW still faced challenges in identifying partners who could take a lead on campaign issues, with a need for key interest or alignment with the given issues.

GROW and the CSRL had the advantage that they could include public movement activities such as rallies, demonstrations and human chains in their campaigns, which is accepted in the democratic culture of Bangladesh.

Facilitating the achievements of GROW was also the progress made by Oxfam and partners in the past decades, notably in climate change and agricultural policy. This provided GROW with a solid foundation on which to build on, added to Oxfam's strong reputation in Bangladesh and the reach and acceptance of the CSRL coalition.

GROW showed a strong link with programmes and was seen as a support for their aims at the national and policy levels, thereby facilitating their activities.

In starting to advocate for the right to food, challenges were seen in competing for visibility on the human rights agenda, given the other pressing human rights issues facing Bangladesh as described above.

Lessons learnt

- Launching GROW meant that existing partners had to be complemented by new partners and coalitions, given the broad range of issues being addressed;
- The success of the CSRL showed that Oxfam has to be willing to let coalitions shape their own messages and priorities;
- Combining existing campaigns such as the CSRL with a new campaign was not without challenges, as the differences in campaign models required constant efforts to overcome barriers in order to ensure successful campaigning;
- CSRL and similar campaigns from the South have influenced the development of GROW. This acknowledged the strength of local/national level alliances with their own strong identity and added value of connecting to the global GROW campaign;
- GROW showed a strong link with programmes and was seen as a support for their aims at the national and policy levels, thereby facilitating their activities and allowing the programme teams and GROW to work jointly together;
- The experience in Bangladesh to date with the promotion of right to food is indicative of other challenges linked to human rights priorities prevalent in the country;
- The success of the CSRL in bringing about change for rural populations and access to water illustrates the potential for GROW in this area;
- The use of social media locally in the GROW campaign shows the potential to engage with broader audiences, although sensitivities about the perception of this media must be considered.

CASE STUDY 4: GUATEMALA

Background and context

Located in Central America, Guatemala has a population of 13 million with 1 million in Guatemala City. The country not only has one of the largest economies in the region but also one of the most substantial indigenous communities (42%) in Latin America. It also has the highest inequality and poverty rates, mostly in the rural areas and largely among women. Guatemala is rich in biodiversity and natural resources with an abundance of production opportunities. Nevertheless, the agriculture contribution to the GDP has been sharply declining since 2000.

More than 300 requests for land have been made in the past few years by large companies to mine for gold, silver and nickel; prospect for oil; develop hydroelectric power; or grow biofuel crops. More than 150 areas have been identified as places of potential conflict over resources. This, combined with a predisposition to natural disasters and droughts culminates in catastrophic consequences for the poor.

Oxfam has worked with local organisations in Guatemala for more than 30 years. The activities have focused on gender justice; land and the rural economy; adapting to climate change; and the preparation and response to emergencies. Oxfam in Guatemala is led by Oxfam GB; Intermón Oxfam, Oxfam America, Oxfam Canada and Oxfam Belgium are implementing Affiliates in the country. Intermón Oxfam is the lead in the campaign.

GROW in Guatemala

In 2008, Oxfam in Guatemala launched a national campaign titled *Vamos al Grano* (www.vamosalgrano.org) focused on increasing investment in farming of basic grains to improve national food security. This campaign ran in parallel with the *Vamos al Grano* campaigns in other Latin American countries. It was a collaboration between Oxfam and 19 national organisations.

The transition from this campaign to the GROW campaign in 2010 was seamless, integrating the partnerships at the onset and ensuring a smooth continuance of existing projects. Since its inception, the GROW campaign in Guatemala has focused on the following global objectives: helping grow movements to build a better future (objective 1); stopping land and water grabs (objective 2); and investing in the productivity, resilience and sustainability of small-scale food producers, particularly women (objective 4). While climate change was a focus of the *Vamos al Grano* campaign, no direct initiatives have been carried out in this area since the launch of GROW although the work on land is intrinsically linked to climate change.

The GROW team that was present at the onset was very strong in networking with local organisations and had a strong collaboration internally. Staff changes in 2011 and then again in 2013 (change in the campaigns coordinator, the media and communications staff as well as country lead) meant that some momentum was lost on campaigning and networking.

Strategy and approach:

The first two years of the GROW campaign centred on advocacy with regard to land (land grabbing and the protection of small-scale farmers) and with a strong focus on protecting women and indigenous communities. Three major initiatives could be identified by this evaluation:

In 2011, as part of the advocacy strategy on national agricultural investment, Oxfam worked with partners and allies to put forward a proposal to the Guatemalan government requesting increased investment in food production policies and programs run by the Ministry of Agriculture, prioritizing small-scale food producers, focusing on women and craftswomen. To support this initiative, Oxfam commissioned a study that showed how an increase in funding from the Ministry of Agriculture could favour small producers. In addition, meetings were held with presidential candidates, the Ministry of Finance, leaders of Congress, while media and public campaigns mobilized people to send postcards

to key opinion leaders and those responsible for setting the budget. The campaign secured over 3,000 signatures.

A second initiative focused on a comprehensive development law, which had been in congress for almost seven years. Oxfam and its allies put forward a proposal to revisit this law. The aim was to compare it to other countries such as Brazil and Mexico, promote it and search for allies.

The third major activity, which saw the greatest results during this period, was the Polochic campaign, which began in March 2011, when 769 families from the Polochic Valley were evicted from their land. There was a history of land disputes in the Polochic valley and also across Guatemala, with companies claiming title over land that communities believe they have bought or have historical rights over. The GROW team in Guatemala worked closely with indigenous organisations and women's groups to orchestrate a country-wide movement, which ultimately received global support for the cause. In April 2013, following a 9-day march across the country, which culminated in a peaceful demonstration in front of the Presidential Palace, the Guatemalan Minister of Agriculture agreed to meet with the evicted families and the supporting organisations that were able to present him with the 107,000 supporting signatures collected in 55 different countries.

Oxfam in Guatemala also supported the international level by providing data on two cases linked to land and the private sector: one was a background study on the Sayachex region (a collaboration with Oxfam International) and the other was on a community called Barrillas, which looked into the activities of a private Hydroelectric company in the region.

Capacity building of partners focused on supporting women in partner organisations (*Allianza de Mujeres Rurales* (AMR) and *Comite de Unidad Campesina* (CUC)), by training them in leadership and communication skills, which supported several women in becoming major voices on the issues. Events were also used to raise awareness about the important contributions that rural women were making. For example, on the occasion of the International Rural Women's Day and the International Food Day, initiatives included a photo exhibition, posters on public transportation, a press conference and a fair with farm products from different regions.

Achievements

Policy change: The initiative on agricultural investment brought an increase in awareness about the importance of small-scale food producers and their contributions to their communities. The actions of the GROW alliance on the development law also led to an increase in votes in Parliament in favour of it. While the results were encouraging and most believed that the law would be accepted, it was rejected in December 2012 due to heightened activity by the private sector to urge a boycott of the law.

Land grabbing: According to a recent external evaluation of the Polochic case, the outcome for the 769 families evicted from their home in the Polochic Valley was that the government agreed to return

land to the evicted families but to date concrete implementation is still pending. Nevertheless, the case contributed to placing land issues on the international agenda and providing a national and global platform for the community of the Polochic Valley. Not only was the GROW team able to coordinate on a local level with national organisations but it was also able to collaborate with other affiliates to achieve success, possibly given the network of Oxfam offices in the region. For example Colombia, Brazil, Paraguay and Honduras as well as a number of Northern affiliates and offices, were able to pressure the Guatemalan government through local embassies and international mobilisation.

The publicity campaign against land grabbing and against the sale of farmland also resulted in some progress both on a regional and national level. Palm companies had more difficulty taking land and have turned to other strategies with regional farmers according to Oxfam. The campaign not only received international support but also coverage in the international media such as CNN and the Guardian newspaper (UK), among others. The latter quoted Oxfam's economic justice adviser in an article in July 2012: "What happened in the Polochic valley exemplifies what is now happening all over the world".

Role of women: the GROW campaign supported the Joint Rural Women's groups through the organization of regional and national meetings, as well as through the building of its advocacy platform. An extensive collaboration with the AMR, specifically supporting women from indigenous communities brought a number of positive results such as empowering women through training to improve communications skills and ways of working. The activities also encouraged the female leaders of the member organizations such as the AMR and CUC, to speak up for their rights. One outcome highlighted was that during the Ministry of Agriculture's session to review the budget, the focus was on the demands of rural and women farmworkers.

Network building: Oxfam was able to build a strong alliance while maintaining discretion in their approach on the issues. The cooperation with other NGOs (*Foro de Organizaciones No Gubernamentales Internacionales* (FONGI), the AMR and CUC as well as international networks such as the Copenhagen Initiative for Central America) enabled a strong defence against allegations from the government and other stakeholders who felt targeted by Oxfam's messages and approaches regarding land issues and social equality.

Facilitating and hindering the achievements

The strong network that Oxfam had created in Guatemala facilitated the movement building for the GROW campaign. The collaboration within the Oxfam confederation also facilitated the impact of the campaign, specifically the transfer from local to global visibility providing a concrete case on land grabbing at a time when it was needed for campaigning globally. At the same time, the many staff changes on a local level and the implementation of the Single Management System (SMS) was seen as hindering the campaign, particularly in terms of ownership and networking.

While the networks facilitated the campaign, some interviewees identified a weakness in the messages and approach, which may have hindered impact. Although the Polochic initiative did involve dialogue with the government, the private sector was not approached in the same way. In this way, establishing a dialogue with the private sector might have been more effective. It was noted that collaboration and alliances with organisations of the same level as Oxfam could be broadened. For example, the evaluation found that there was significant potential in building alliances with some UN structures based in Guatemala. Finally, additional tools such as social media could have been implemented more dynamically.

The volatility of the political situation in Guatemala may be seen as hindering the success of the campaign. Guatemala is a country with significant discrimination against indigenous communities and social organisations including NGOs. The middle and upper class is most likely less concerned that the government is eliminating indigenous land because they see these communities as interfering with development and prosperity. Therefore, there is a limited potential to reach and have an impact with these segments of society. In addition, there is a criminalisation of the social process to the point that some organisations, including Oxfam have received threats as a result of their actions. The strong presence of the government also influences the impact that a campaign may have through the media. It is difficult to receive objective coverage as a social organisation as the media respond to the most powerful actors such as government and private sector.

Similarly to other regions, what may hinder long-term impact is the sustainability of Oxfam's engagement in the campaign. Objectives are often short term and once the result is achieved it is difficult to follow up. For example, in the Polochic case the government agreed to provide land to the evicted families, however to date it has not lived up to this commitment. Further, the Polochic campaign is considered a great achievement but the next steps have not been defined. The momentum could be used to work with the government on another region for example.

At the international level, the sign off process for terms of reference for joint actions in terms of review and approval of campaign material produced was identified as very complex and possibly hindering the success of the campaign.

Lessons learnt

- Oxfam is seen as a credible voice among the partner associations and, therefore, has significant leverage to create effective movements;
- Strong networking driven by the GROW team is essential to building an alliance and movement of people. The strong network of allies created by Oxfam and CUC was a reason why it could achieve what it has to date;
- By involving partners from the onset meant that they felt recognised, respected and empowered and contributed effectively to the success of the campaign (particularly applicable for the Polochic campaign);

- The example of the Polochic case illustrates how a relatively local issue can engage a global audience and mobilise them in favour of the affected citizens;
- It is important to follow up with campaign initiatives on a long-term basis using the momentum of wins to address issues in other regions. Financial and human resources are essential for this success;
- The enormity of the challenges faced with land issues in countries such as Guatemala is demonstrated with the rejection of the development law. In particular, it shows the competing interests on land between the different stakeholders and their vying for attention of politicians and officials;
- Greater efforts should be made to improve the coordination between the national and the global campaign plans with countries being able to take more advantage of synergies with the global campaign;
- If the demands of rural women are to be at the centre of the campaign strategy, more space for debate, analysis and decision making which involve only rural women's organizations and women leaders of mixed organizations members of the campaign should be secured. Oxfam may need more methodologies and specialized experts to facilitate this;
- The sign-off process within Oxfam should be facilitated in order to give more authority to the country director. It is important to clearly define the focal points for decision-making and approval (sign-off) to avoid repetition of steps and processes;
- In order to lobby in favour of more public investment for small-scale farmers, lobbying and advocacy need to occur during all the phases of definition, review and approval of the public budget.

CASE STUDY 5: THE NETHERLANDS

Background and context

Situated in North-West Europe, the Netherlands has a population of 17 million with the tenth-highest per capita income in the world. The Netherlands has a long tradition in global development and is the tenth largest donor of humanitarian funds. However, due to the increased implementation of austerity measures in recent years, there have been major cuts in overseas aid. The government's current priorities in overseas aid are security and the legal order, water, and food security, women's rights especially sexual and reproductive health rights. The Dutch government gives increasing importance to the role that the private sector can and should play in development.

Oxfam Novib (ONL) was founded in 1956 as the Netherlands Organisation for International Assistance (Novib), and was a founding member of Oxfam International in 1994. ONL currently works in some

28 countries, has regional and global programmes and is the second largest affiliates with the Oxfam confederation. ONL is well known in the country, with brand recognition of 82% amongst the general public.

GROW in the Netherlands

In the Netherlands, GROW has focused on two out of the five global objectives for the public-facing work: helping grow movements to build a better future (objective 1); and stopping land and water grabs (objective 2). ONL took a leading role in the global agenda on land rights issues and also supported the other GROW objectives.

ONL fully embraced the GROW campaign and endeavoured to incorporate all aspects within its work. This meant that ONL integrated the campaign in their activities and branding as much as possible. To ensure the most efficient use of resources ONL worked with the concept of so-called ‘peak moments’ for the public-facing work, which took place at least twice a year. These were mutually reinforcing interventions combining public fundraising, online and offline mobilisation, research, advocacy and media. Outside peak moments ongoing online and offline communication, media and advocacy took place on all GROW issues. Only a few initiatives, such as the GROW Method, which focused on conversing with consumers on everyday actions around food, were not implemented, as ONL felt that it was not appropriate for their relationship with supporters.

In addition to the GROW campaign, ONL has actively campaigned on tax justice, trade, the Arms Trade Treaty, education and humanitarian crises among other issues in the past two years. It should also be noted that the Netherlands has an established network of organisations working on land and food issues whose activities should also be considered.

Strategy and approach

GROW in the Netherlands was launched in the summer of 2011 with a “We Eat Africa” campaign to increase awareness amongst the public on food and land issues. Following the launch of the “Land and Power” report, GROW mobilised thousands of supporters and attracted significant media coverage in the Netherlands. Once mediation commenced between the actors in the Uganda land case, this case no longer featured in international public campaigning, and ONL focused on land and the Dutch financial sector as described below.

In March 2012, ONL launched a public-facing campaign targeting the largest Dutch banks including ING, ABN AMRO, Delta Lloyd, Aegon and Rabobank, about their potential role in land grabbing. This campaign was prepared with the research agency Profundo and based on a scorecard methodology developed for the Dutch Fair Bank Guide (BankWiser), a broader assessment of bank policies on sustainability and poverty-related issues. The public reaction was strong with significant national

media coverage. Thousands were mobilised resulting in direct consumer pressure aimed at the banks. The GROW team met with the banks before and after the launch maintaining a dialogue aimed at improving their policies.

Following this success, ONL tried to leverage the momentum of this initiative to support the global GROW ambition of drawing attention to the international land freeze campaign targeting the World Bank (WB) in the second half of 2012. Together with Oxfam GB, ONL was one of the most active affiliates, campaigning nationally and bringing the issue to the attention of the Dutch Parliament and the Dutch representative to the WB. ONL also supported the government in their progressive position on the Committee for Food Security (CFS) Voluntary Guidelines for Land Tenure, an UN-led initiative.

In the second half of 2012, ONL launched a public-facing campaign, including offline and online communications and a TV commercial to urge the Dutch government to freeze the use of food crops for biofuels (at 3%) as the Dutch political context provided an opportunity for influencing. The campaign was launched with a research report on the impact of biofuels on food prices and land grabbing, how the Dutch biofuels sector links to the global market, and the costs of the Dutch biofuels policy sector in terms of taxes and subsidies.

ONL also highlighted the crisis in the Sahel region, both with the public and the government through a public facing campaign in mid-2012, building on the analysis of the Oxfam West Africa team. This is an example of how, based on opportunity, the campaign could quickly and flexibly be adjusted and supporters mobilised quickly.

ONL also worked on advocating for other GROW priorities such as agricultural policy in favour of small-scale farming. The GROW brand was integrated as part of ONL's corporate branding and featured prominently in all branding material and promotions.

In the beginning of 2013, ONL launched the *Behind the Brands* (BtB) campaign, together with the Oxfam confederation.

Achievements

Awareness: In the past two years, issues such as land grabbing and the Sahel crisis, raised by GROW through online and offline activities, have moved up the public agenda as seen in the media coverage received and the political debate it provoked (detailed below). Polling of the Dutch public indicated that they feel land grabbing is the most important issue to address in the unfair distribution of food globally and climate change is seen as the least important, with awareness on land in general having increased in the past years. Polling also found that some half of the Dutch population (8 million) heard about the biofuels campaign via the TV commercial. Additionally, some 3 million people were potentially reached through the campaign.

Action by Dutch banks: the campaign initiatives and subsequent dialogue with the banks led to announcements of policy change in five of the ten targeted banks to take into account the recommendations provided by GROW. For example, Delta Lloyd adopted new policy for assets management with land acquisition. In addition, SNS Assets Management, Triodos and ABN Amro formally promised to strengthen their land acquisition policies. According to external observers and Oxfam staff, the GROW campaign was the main impetus for these changes. In fact, most of the banks were unaware of their potential role in land grabbing prior to this campaign. This model of creating a “race to the top” through ranking and scoring was adapted and applied to the BtB initiative that ONL co-designed and co-led globally.

Policy changes: The CFS Voluntary Guidelines were formally adopted by the government in May 2012 and the State Secretary for Agriculture, Hink Bleker, committed to ensure that any private sector actors who were engaged in partnerships or received state subsidies would be obliged to apply these Guidelines. A pledge was also made to introduce the Guidelines into national policy. The advocacy on the World Bank and land grabbing provoked a debate in the Dutch parliament followed by requests made to the Dutch representative at the WB for monitoring and feedback on this issue. During a parliamentary debate on agriculture in developing countries, four resolutions were adopted focusing on improving the position of small-scale farmers and particularly women in the new food security policy. Following campaigning on biofuels, the government decided to limit the use of food crops in fuel to 5%. In Europe, ONL, together with the Oxfam confederation and others, drew attention to the Sahel crisis, prompting a reaction from the Dutch government to provide additional resources.

Fundraising: The GROW campaign was used several times in the past two years to develop key messages for public fundraising. According to NLF staff, estimations indicate that an additional EUR 45,000 were raised through an integrated campaign with GROW.

Alliance building and helping build movements: ONL worked together with actors in the Netherlands in different manners, often based on specific issues. For example, on land, successful alliance work was done with like-minded civil society organisations (CSOs) (such as Action Aid-NL and Friends of the Earth-NL), which contributed to the legitimacy of ONL influencing agenda through publically presenting a common CSO position. ONL also worked with LandAc that brought together CSOs, academia, companies and the government on land issues. On biofuels, ONL worked closely with a coalition of like-minded CSOs (e.g. Greenpeace-NL and WWF-NL) on a joint advocacy agenda.

ONL also developed a Facebook activation strategy through GROW Facts, with the aim of engaging people in a simple way with key themes from the GROW campaign through Facebook posts on an ongoing basis, which reached around 1 million people in 2012. Additionally, ONL launched a “GROW fund”, which supported innovative activities from Dutch organisations on GROW issues. Through this, audiences, such as young farmers, small-medium enterprises, beekeepers and youth were reached on GROW issues that ONL could not have reached by itself.

Facilitating and hindering the achievements

The flexibility of the campaign was considered a facilitating factor to the achievements according to ONL staff. For example, when the international focus on land was halted, ONL re-aligned its focus to the banking sector, which was still in line with GROW's overall aims.

The focus on land was seen as a facilitating success factor for ONL given that it was a subject that attracted the attention of the Dutch media. Consequently the link to the Dutch banks rendered the issue even more relevant in the Netherlands. One concern with this approach was the need for longer term follow up and monitoring with the banks. This was also identified with other initiatives across the GROW campaign and throughout the confederation. In addition, being part of a global campaign was seen as beneficial for ONL, in that the Dutch public were interested in learning about the global impact, not just the local one.

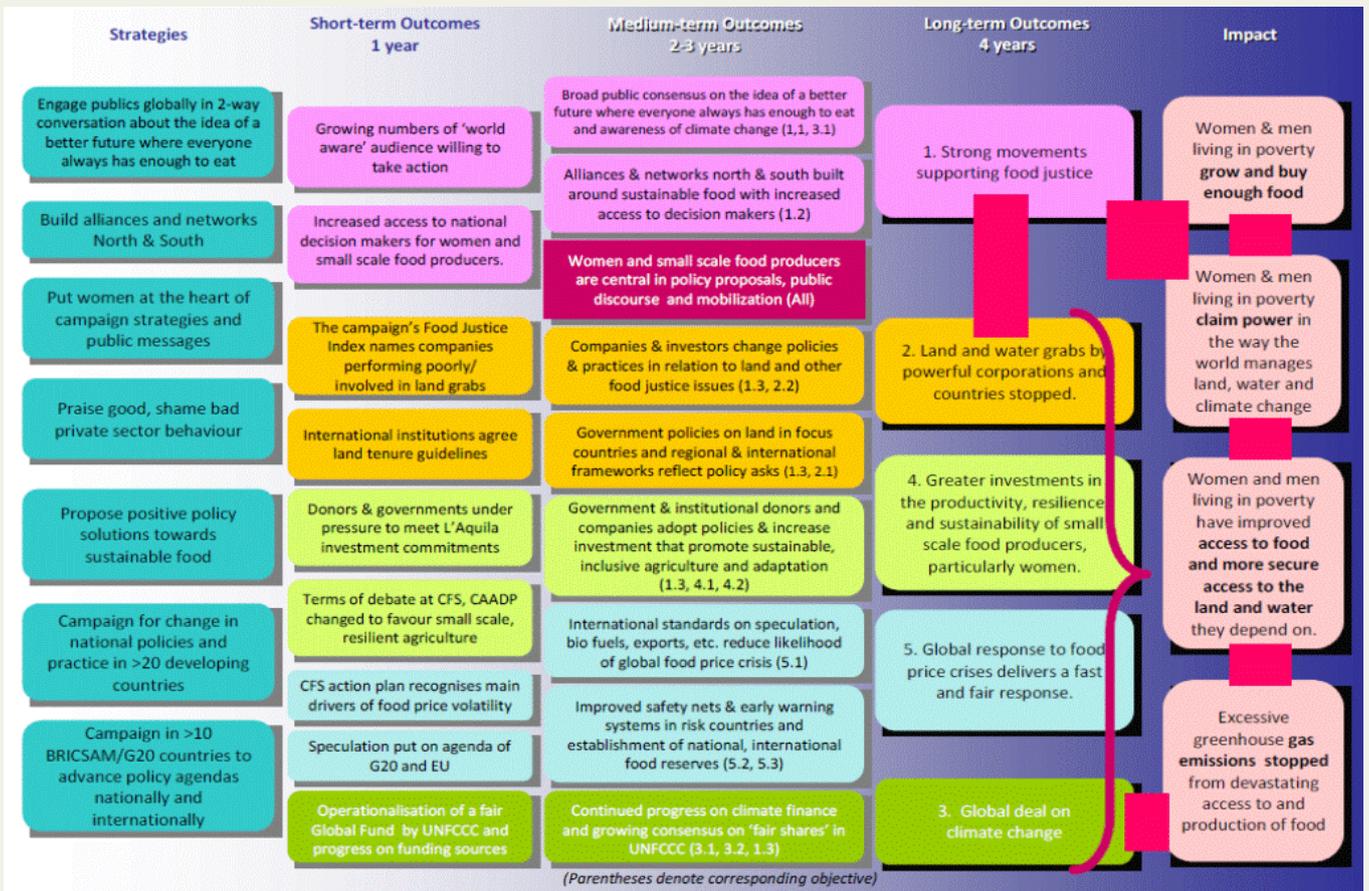
Hindering the success of GROW according to ONL staff was the inconsistency of other affiliates to commit to GROW priorities making joined-up and global campaigning less than ideal. In addition, the complexity and broadness of the campaign was also considered as hindering the impact according to some staff. Some ONL staff maintained that the breadth of material and initiatives produced across the five GROW objectives was overwhelming so that even a well-established affiliate such as ONL couldn't integrate all aspects.

The political situation in the Netherlands has been particularly unstable in the past years with recurring changes in government. This was a disadvantage in that any gains with a previous governing coalition could be reduced. It was also an advantage as a new coalition may be more favourable to ONL's position. Positively, ONL's credible position in society facilitated access to parliamentarians and government officials who took their opinions seriously and often advocated on issues raised by ONL (as seen in the parliamentary debates and letters to the parliament).

Lessons learnt

- Northern affiliates can successfully implement many aspects of GROW but it can be more successful when joined with other affiliates and partners;
- Even well-established affiliates may not be able to act on all GROW initiatives given then broadness of the material produced and available;
- Adopting some initiatives, such as the GROW Method would have meant a change in the relationship with supporters that an affiliate such as ONL did not feel was appropriate;
- Northern affiliates such as ONL can also launch successful national initiatives, such as the focus on the Dutch banks that match the global aims of GROW;
- A campaign such as GROW that incorporates a focus on (food) crises can be part of a successful fundraising strategy for an affiliate;
- Efforts to influence private sector policy can bring results as seen in the national bank campaign; however, the monitoring and follow up will be key to long term success.

ANNEX TWO GROW IMPACT CHAIN



IMPACT CHAIN | Oxfam International GROW Campaign, 2011 – 2015

**ANNEX THREE
GROW GEOGRAPHIC
PRIORITIES**

12 strategic countries	20 focus countries (by region)		8 regions
Brazil	CAMEXCA	<i>Horn of Africa</i>	CAMEXCA – Central America, Mexico and the Caribbean SAM – South America West Africa Southern Africa Horn of Africa South Asia East Asia EEFSU – Eastern Europe and the Former Soviet Union
Canada	Guatemala	Ethiopia	
China	Haiti	Tanzania	
European Union (Commission)	SAM	EEFSU	
France	Bolivia	Russia	
Germany	Peru	Tajikistan	
India	West Africa	South Asia	
The Netherlands	Burkina Faso	Bangladesh	
Mexico	Ghana	Pakistan	
Spain	Nigeria	East Asia	
United Kingdom	West Africa Region	Indonesia	
United States	Southern Africa	Philippines	
	Mozambique	Vietnam	
	South Africa		
	Zambia		

ANNEX FOUR EVALUATION FRAMEWORK

The following chart matches the evaluation objectives/questions to key indicators, data collection tools and the sources of information. This framework guided the evaluation and was part of the Inception Report.

Evaluation Focuses	Approach and/or indicators	Tools	Sources of information
<p><i>1. Assessing progress to date:</i></p> <p>1.1. What progress, or lack thereof, has been made toward the strategic objectives of the campaign?</p> <p>1.2. What have been the campaigns most significant outcomes to date?</p> <p>1.3. What are the limiting factors that were encountered (internal and external)?</p> <p><i>*Questions for the global case study detailed below</i></p>	<p>Look at the extent to which five objectives and sub-objectives of global strategy have been achieved (at interim outcome level)</p> <p>Identify significant outcomes (positive and negative) associated with campaign. This judgement will be based on documented evidence and perceptions of internal and external informants.</p> <p>Identify external/internal limiting factors based on monitoring data and perceptions of internal stakeholders.</p>	<p>Desk review</p> <p>Policy and/or media analysis</p> <p>Interviews</p> <p>Survey</p> <p>Case study data</p>	<p>-Documentation, policies, media reports and public statements</p> <p>-Monitoring data</p> <p>-Internal stakeholders</p> <p>-External stakeholders and informants</p>
<p><i>2. Campaign model:</i></p> <p>2.1. Looking at the campaign model of primarily national-level campaigning – how effectively was the work at national and global levels combined? Other implications for the global model?</p> <p>2.2. How has this campaign linked in to Oxfam’s other programme work? Where has that worked well, and what have the benefits been?</p>	<p>Define components of campaign “model,” based on documents such as operational plan.</p> <p>Identify how national/global efforts have combined through case studies.</p> <p>Identify types of linkages to programme work and identified benefits.</p>	<p>Desk review</p> <p>Interviews</p> <p>Survey</p> <p>Case study data</p>	<p>-Documentation</p> <p>-Monitoring data</p> <p>-Internal stakeholders</p>

<p>3. <i>Making recommendations for future work:</i></p> <p>3.1. What can be learned from how these successes came about?</p> <p>3.2. What are the critical success factors contributing to the early progress that was made? What can be learned from this? What areas of weakness are there in the campaign? What should the response be to them?</p> <p>3.3. Based on the evidence, what are the recommendations for</p> <p>a) Areas of focus; b) Ways of working in the second half of the campaign.</p>	<p>List learning points from successes identified by the evaluation.</p> <p>Identification of critical success factors and weaknesses.</p> <p>List of recommendation for</p> <p>a) Areas of focus examined and b) Ways of working</p>	<p>Desk review</p> <p>Interviews</p> <p>Survey</p> <p>Case study data</p>	<p>-Documentation, policies, media reports and public statements</p> <p>-Monitoring data</p> <p>-Internal stakeholders</p> <p>-External stakeholders and informants</p>
<p>4. <i>Relating to specific project or national case studies:</i></p> <p>4.1. For the project being evaluated, what roles has Oxfam played / what contributions has Oxfam made?</p> <p>4.2. To what extent has this contributed to the achievement of any outcomes or changes?</p> <p>4.3. Are there any transferable lessons that can be garnered from this case about: working with others (allies, partners) or achieving “value for money”?</p> <p><i>*Questions for national case studies detailed below</i></p>	<p>Identification of Oxfam’s role and contribution</p> <p>Extent of Oxfam’s contribution to outcomes and/or changes observed as evidenced by individual case studies</p> <p>Identification of transferrable lessons</p>	<p>Desk review</p> <p>Policy and/or media analysis</p> <p>Interviews</p> <p>Case studies</p>	<p>-Documentation, policies, media reports and public statements</p> <p>-Monitoring data</p> <p>-Internal stakeholders</p> <p>-External stakeholders and informants</p>

**ANNEX FIVE
LIST OF PERSONS
INTERVIEWED**

Global External

Name	Position	Organisation	Location
Mark Constantine	IFC Global Manufacturing, Agribusiness & Services Department	The World Bank	USA
Alex Evans	Senior Fellow	Center on International Cooperation at New York University (CIC)	USA
Kris Genovese	Senior Attorney and Director of the organization's Law & Communities Program	Center for International Environmental Law	The Netherlands
Martin Kipping	Advisor to the Executive Director	Executive Director (Germany), the World Bank	USA
Petra Kjell	Programme Manager	The Bretton Woods Project	UK
Jorge A. Munoz	Land Tenure Adviser	The World Bank	USA
Nathalie Perroud	Head of Communications and Stakeholder Relations	The International Cocoa Initiative	Switzerland
Aaron Rosenberg	Chief, Public Affairs, IFC	The World Bank	USA
Amy L. Stilwell	Senior Communications Officer Sustainable Development Network	The World Bank	USA
Nidhi Tandon	Director	Networked Intelligence for Development	Canada
Bill Vorley	Principal Researcher Sustainable Markets Group	International Institute for Environment and Development	USA

Global - Oxfam Affiliates

Name	Position	Organisation	Location
Lucy Brinicombe	Media Lead	Oxfam GB	UK
Teresa Cavero	GROW Research lead	Intermón Oxfam	Spain
Raquel Checa	Coordinadora Campaña CRECE España	Intermón Oxfam	Spain
Yuritzin Flores	Campaign Coordinator	Oxfam Mexico	México
Tim Gore	International Policy Adviser	Oxfam International	USA
Kate Geary	Land advocacy	Oxfam GB	UK

Eric Hazard	GROW Campaign Manager, West Africa	Oxfam International	Senegal
Didier Jacobs	Interim Head of Washington Office	Oxfam International	USA
Katia Maia	Former Head of GROW	Oxfam International	Brazil
Imma de Miguel	Chargé de Programme Justice Economique pour l'Afrique de l'Ouest	Intermón Oxfam	Benin
Duncan Pruett	Land Advocacy	Oxfam Novib	The Netherlands
Hannah Stoddart	Land Freeze Head	Oxfam GB	UK

Guatemala External

Name	Position	Organisation
Alejandro Aguirre	Coordinador Participacion Ciudadana	Coordinacion de ONG y Cooperativas (CONGCOOP)
Alberto Brunori	Representante	Oficina del Alto Comisionado para los Derechos Humanos
Carlos De La Torre	Coordinador DISC/DESC	Oficina del Alto Comisionado para los Derechos Humanos
Byron Garoz	Director	Collectivo de Estudios Rurales (CER-IXIM)
Sotero Sincal Cujcuj	Country Manager	Diakonia
Maritza Murailles	Assistant	Diakonia
Daniel Pascual		Comité de Unidad Campesina (CUC)
Sheryl Schneider	Project Officer Purchase for Progress	World Food Programme
Sotero Sincal Cujcuj	Country Manager Diakonia and current President	Diakonia & Organizaciones No Gubernamentales Internacionales (FONGI)
Raquel Vasquez	Director	Allianza de Mujeres Rurales

Guatemala Internal

Name	Position	Organisation
Alex Castillo	Oficial de Medios y Comunicacion	Intermón Oxfam
Candy Alvarez Grijalva	Oficial de Logística	Intermón Oxfam
Ana Eugenia Marin	Acting Country Lead	Oxfam GB
Giovany Ujpán Mendoza	Oficial de Comunicaciones/ Campañas	Intermón Oxfam
Laura Hurtado Paz	GROW Team Coordinator	Intermón Oxfam

Burkina Faso External

Name	Position	Organisation
Mathué Badiel	Chef du service, promotion production local	Ministère de l'Industrie, du Commerce et de l'Artisanat
Josephine Bassolé Butiono	Production local	Ministère de l'Industrie, du Commerce et de l'Artisanat
Kabore S. Berre		Confédération Paysanne du Faso
Désiré Bonde	Chargé de Programme	Union Nationale des Etuveuses de Riz du Burkina
Edouard Compaoré	Student	économie agricole, Université de Ouagadougou
Stephane Degueurce	Food Security expert	WFP
Ignace Dejessongo	Secrtaire Nationale	Conseil Nationale de la Jeunesse
Kadidia Djibo	Responsable	Restaurant Mousso Lèyè Gwaye
Athanase Fidèle Kabore	Chargé des Programmes et de mobilisation des ressources	Secrétariat Permanent des Organisations Non Gouvernementales (SPONG)
Léa N. Gnamou	Student	économie agricole, Université de Ouagadougou
Kondombo Imoussa	Student	économie agricole, Université de Ouagadougou
Adama Kaboré	Directeur Communication & RP	Banque BRS
Marcel Kouraogo	Secrétaire permanent	Ligue des consommateurs Burkina Faso
Rock Marc Christian Kaboré	Ancien President de l'assemblée nationale	Burkina Faso legislature
Pierre Nacoulma	President	Ligue des consommateurs Burkina Faso
Ibrahim Abdoul Nasser	Food security and nutrition specialist	FAO
Iméo Nikiema	Student	économie agricole, Université de Ouagadougou
Abdoulaye Ouedraogo	Agroéconomiste, Chargé de programme au Secrétariat permanent de la Coordination des politiques sectorielles agricoles	Ministère de l'Agriculture et de la Sécurité alimentaire
Flavienne Ouandaogo		Confédération Paysanne du Faso
Jules Nondo Ouedraogo	Student	économie agricole, Université de Ouagadougou

Lizeta S. Ouedraogo	Secrtaire adjointe	Union Nationale des Etuveuses de Riz du Burkina
Zéphyrin Ouedraogo	Director production local	Ministère de l'Industrie, du Commerce et de l'Artisanat
Abdoulaye Sawadogo	Farmer	ATAD member, Kaya
Mélanie W. Ouedraogo	Student	économie agricole, Université de Ouagadougou
Ousseni Sana	Chargé de programme	Assistance Technique et d'Appui au Développement
Tinga Ramde	Secrtaire Executif du <i>Conseil National de Securite Alimentaire (SE-CNSA)</i>	Ministère de l'Agriculture et de la Sécurité alimentaire Burkina Faso
Sylvestre N. Tiemtoré	Coordonnateur	Secrétariat Permanent des Organisations Non Gouvernementales (SPONG)
Desiré W. Zongo	Student	économie agricole, Université de Ouagadougou
Bernadette Zida	Présidente Nationale	Marche Mondiale des Femmes, section du Burkina Faso
Mme Sya Marie	Membre collègue des femmes	Confédération Paysanne du Faso (CPF)
Mme Nana Collette	Membre collègue des femmes	Confédération Paysanne du Faso (CPF)
Eric Ouédraogo	Membre de la CPF	Confédération Paysanne du Faso (CPF)
Ouedraogo Julie	Membre collègue des femmes	Confédération Paysanne du Faso (CPF)
Pierre Simon Kaboré	Chargé de programme	Confédération Paysanne du Faso (CPF)
Flavienne Ouangraoua	Chargé suivi évaluation	Confédération Paysanne du Faso (CPF)
Omar Ouedraogo	Chargé de communication	Confédération Paysanne du Faso (CPF)
Mamounata Ouedraogo	Restauratrice de produits locaux «Soja Food développement»	Partenaire Koudou du Faso
Kadji Djibo	Restauratrice de produits locaux «Moussoléye Gwaé»	Partenaire Koudou du Faso
Rose Baky/Guissou	Productrice de jus locaux, «la Manne»	Partenaire Koudou du Faso

Burkina Faso Internal

Name	Position	Organisation
Daniel Blais	Representant pour L'Afrique de l'Ouest	Oxfam Belgique
Anne Bourget	Conseillere en justice homme femme	Intermón Oxfam

Thomas El Marhomy	Student, stagiaire en mobilisation populaire	Intermón Oxfam
Eric Laliberte	Intern	Oxfam Quebec
Jean Keberé	Head of Communication	Intermón Oxfam
Oscar D Koalga	Representant	Oxfam Quebec
Issaka Ouandaogo	GROW Coordinator	Intermón Oxfam
Maxime Ouedraogo	Assistant	Intermón Oxfam
Innocent Parkouda	Media Intern	Intermón Oxfam
Karime Séré	Responsible moyens d'existence	Intermón Oxfam
Mamata Tiendrebeogo	Volunteer	Intermón Oxfam
Noel Zigane	Advocacy, refugee programme	Intermón Oxfam

Bangladesh External

Name	Position	Organisation
Dr Ahsan Uddin Ahmed	Executive Director	Centre for Global Change
Mohsin Ali	Excecutive Director	Wave Foundation
Sonia Ashrafee	Independent Researcher	
Ahmed Basham		Civil society
Nasimul Hasan Dipu		Civil society
Rezwanul Islam	Social Media Consultant	
Ratan Sarkar		Civil society
20 representatives	CSRL partners	local NGOs

Bangladesh Internal

Name	Position	Organisation
M. B. Akhter	Programme Manager, Bangladesh Programme	Oxfam GB
Asad Mohammed Asaduzzaman	Regional Logistics Coordinator	Oxfam GB
Monisha Biswas	Policy Advocacy Manager	Oxfam GB
Gareth Price Jones	Country Director	Oxfam GB
Narzly Qumrunnessa	Policy Officer	Oxfam GB
Abdul Quayyum	Media and Communication Coordinator	Oxfam GB

The Netherlands External

Name	Position	Organisation
Dieuwke Klaver	Governance and Rural Livelihoods	Centre for Development Innovation, Wageningen UR
Jan Willem van Gelder	Founder	Profundo
Frits Van Der Wal	Senior Policy Adviser	Netherlands Ministry of Foreign Affairs/ Development Cooperation

The Netherlands Internal

Name	Position	Organisation
Elke Botje	Fundraising Officer	ONL
Yvonne Es	Advisor Quality & Control	ONL
Marita Hutjes	Manager GROW campaign & OI Alliance Lead	ONL
Jules van Os	Press Officer	ONL
Monique van Zijl	Policy Advisor Economic Justice	ONL
Ton Vrijenhoek	Pubic campaigning	ONL

ANNEX SIX DOCUMENTS CONSULTED

Public documents:

BGB/Méridien SARL (Mai 2013), Etude sur l'élaboration d'une loi d'orientation agro-sylvo-pastorale, halieutique et faunique(LOASPHF) au Burkina Faso – Avant-projet

CEDEAO (novembre 2012), Charte pour la Prévention et la Gestion des Crises Alimentaires au Sahel et en Afrique de l'Ouest

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CSRL (2008), Comprehensive Agrarian Reform Programme. Bangladesh (Draft)

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Secrétariat permanent de la Coordination des politiques sectorielles agricoles Burkina Faso (Novembre 2003), Document de Stratégie de Développement Rural - Burkina Faso

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Wegner, L. & Zwart, G. (April 2011). Who Will Feed the World? Oxfam Research Report

Wiggins, S. & Keats, S. (May 2013), Leaping & Learning, linking smallholders to markets in Africa Agriculture for Impact, ODI

World Bank Group (4 October 2012), World Bank Group Statement on Oxfam Report, “Our Land, Our Lives”

World Bank Group (8 April 2013), Access to Land is Critical for the Poor, press release

Internal Oxfam documents:

Bevington, C. & Costello, C. (2012) COP17 Global Public Campaigns Evaluation

Casson, R (14 January 2013) Evaluation of digital campaigning work at COP18

Checa, Raquel (October 2011), Grow Campaign Quarterly Monitoring Report July-August-September 2011

Dent, K. (March 2012), GROW, COP17 Evaluation

Hurtado Paz y Paz, Laura (October 2012), Informe Narrativo Campaña Crece Guatemala Abril 2012-10 Octubre 2013

Intermón Oxfam, (June 2013), Informe de Evaluación de la Campaña Polochic

GROW (March 2012), GROW’s International Women’s Day March 2012

OI (May 2011), OI Economic Justice Campaign 2011-15, Operational Plan 2011-2013 (Final version – May 2011).

OI (February 2013), Burkina Faso 2011-12 Food Crisis Campaigns Response Evaluation

OI (May 2013), 2011-12 Sahel Food Crisis, Oxfam Campaigns Response Evaluation

OI, GROW campaign quarterly monitoring reports, various²⁵, April 2011 – March 2013

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²⁵ All quarterly summary reports were examined for the period under review, in addition to the individual quarterly reports for the case study countries (when available).

O'Neil, G. & Austin, L. (August 2012). Review of Humanitarian Advocacy and Campaign work in the Horn drought response, Final Report.

Tripura, P. & Hasan, A. A. M. (17 April 2013) Evaluation of the campaign for sustainable rural livelihood (CSRL) Bangladesh, Final Report.

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ANNEX SEVEN TERMS OF REFERENCE

Oxfam International
GROW Campaign Mid-Point External Evaluation
Terms of Reference

1. Introduction & Background

The GROW campaign is Oxfam’s largest campaign. We are currently at the in the middle of year two of a four year campaign plan. The campaign is large (more than 40 countries), complex, and multi-target with five overarching objectives. It is managed as a combination of global strategies that have discrete events and peak moments and national-level campaigns with specific campaign objectives tailored to the national opportunities, priorities and resource availability.

This campaign is delivered in the context of Oxfam implementing a cross-confederation “single management structure,” recently adopted a global brand and is responding to decreases in resources among some of our participating affiliates. For more information on the live GROW campaign visit: <http://www.oxfam.org/en/grow>

2. Purpose and Audience

Purpose: The key purpose of this mid-point evaluation is to help Oxfam better understand the first 1-2 years of the GROW campaign, focusing at the strategic campaign level. This evaluation should help the organization build a collective picture of a fast-evolving, broad global campaign, in large part by investigating campaign progress to date. It should also check key assumptions, validate (or invalidate) key outcomes or results and provide actionable insights on how to refine and improve the global campaign.

Audiences: The primary audience is the Economic Justice Campaign Management Team, as well as senior campaigns staff and campaign leads in Oxfam affiliates, national/regional teams and the Oxfam International Secretariat. Broader audiences include staff working on the campaign and at national level, Oxfam’s campaign allies and potential donors.

The final report will be published on the Oxfam web site.

3. Evaluation Questions

With such a large complex campaign, and limited resources, it will not be possible to evaluate the whole of the campaign. It will be necessary to focus on particular key geographic or thematic areas (see section 4, below.) These areas should be determined by the Economic Justice Campaign Management Team (EJCMT), in consultation with key evaluation stakeholders. Our initial consultations have suggested the following areas of inquiry:

Assessing progress to date

- What progress have we made toward the strategic objectives of the campaign?
- What have been the campaigns most significant outcomes to date?
- What are the limiting factors we have encountered (internal and external)?

Campaign model

- Looking at the campaign model of primarily national-level campaigning – how effectively have we combined work at national and global levels?
- How has this campaign linked in to Oxfam’s other programme work? Where has that worked well, and what have the benefits been?

Making recommendations for future work

- What can we learn from how these successes came about?
- What are the critical success factors contributing to the early progress we have made? What can we learn from this?
- What areas of weakness are there in the campaign? How should we respond to them?
- Based on the evidence, what are the recommendations for
 - o a) areas of focus;
 - o b) ways of working in the second half of the campaign.

Relating to specific project or national case studies

- For the project being evaluated, what roles has Oxfam played / what contributions has Oxfam made? To what extent has this contributed to the achievement of any outcomes or changes?
- Are there any transferable lessons that can be garnered from this case about: working with others (allies, partners) or “value for money”?

4. Methods, Process and Approaches

Utility

The success of this evaluation will be partly based on its utility; it should allow key stakeholders to better understand and communicate about the campaign. The evaluation will require substantial input and buy-in from EJCMT and EJ campaign leads – and we are pulling together an evaluation steering group to help facilitate this. The evaluation team is expected to adopt an approach which takes this into account.

Robust and innovative approaches

Oxfam values the contributions of external evaluators toward proposing appropriate, innovative, and robust methods of evaluation. We approach the selection and development of such methods for external evaluations as a collaborative and interactive process.

We are imagining the inquiry approach would include:

- A review of appropriate campaign monitoring information – which may include project-based evaluations, country-level evaluations and reports and/or project or global monitoring data.
- An assessment of campaign work in the area of “land grabs” – which has been a priority issue for the campaign over the last period, at the international level.
- Case studies of GROW campaign delivery to date – for example, 3-4 case studies of specific projects or contexts. These should include at least 2 examples from our Southern country or regional campaigns.

Practical steps

The evaluator(s) will work with the commissioning manager and key stakeholders to agree a final methodology within the budget provided. This is to be developed during January/early February 2013.

The commissioning manager will work with consultants to identify the data, key informants and stakeholders to interview and/or survey, 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, on a schedule to be agreed, for review and deliberation. A verbal presentation of preliminary findings should be made to key stakeholders (including Senior Managers) in order to maintain their involvement in the evaluation. Iterative reviews of preliminary and draft findings are intended to ensure that the final study 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 study 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.

It is anticipated the work would be completed in approximately 50-60 working days. The indicative budget for this project (inclusive of travel and expenses) is approximately \$50,000 USD.

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

5. Evaluation Process and Timeline

The following is a draft evaluation process and timeline. We will entertain submissions from evaluators and evaluation teams who wish to work to a slightly amended timeline; please include your availability and revised timeline in your submission cover letter.

Step / Deliverable	Date
Evaluator recruitment	Open advertisement: 7 December Closing date: 8 January 2012 Interviews: Week of Jan 14
Inception report produced	21 Jan – 9 February 2013
Evaluation planning and document review	11 February – mid March 2013
Fieldwork, analysis and write-up	Mid-March – April 2013
Preliminary findings and verbal presentation	End of April 2013
First draft report shared	14 May 2013
Feedback and revisions	mid-May – early June
Final draft report produced	22 June 2013
Management response	July 2013
Publication	July 2013

6. Deliverables

- Finalized methodological approach, including refined evaluation schedule & deliverables. (9 Feb 2013)
- Preliminary findings & verbal presentation (end of April 2013)
- Draft final report & verbal presentation (14 May 2013)
- Final report, executive summary & slide presentation & Final Invoice (22 June 2013)

7. Evaluator Skills and Competencies

- Excellent knowledge of and experience of NGO-led campaigning and policy work – including both public communications and policy/advocacy strategies. Demonstrable technical expertise in areas such as:
 - o Conducting analysis of publications including, for example, citation analysis, qualitative text analysis
 - o Analysis of quantitative data such as downloads & distribution figures.
- Demonstrable experience and expertise in multi-site, international evaluations.
- Experience in and understanding of the field of evaluation – and in particular, evaluation of advocacy and communications activities.
- Significant experience working in Southern contexts – and in particular, in undertaking evaluation in Southern countries.
- Functional ability to work in Spanish, English - with ability to communicate (written, verbal) clearly and concisely in English. (French and Portuguese language skills an asset)
- Excellent analytical, writing, and synthesis skills.

8. Submitting Expression of Interest

Oxfam invites bids from individuals and groups of individuals with the experience and skills described above. Tenders must include:

1. A cover letter of no more than 3 pages introducing the evaluator(s) and how the skills and competencies described above are met, with concrete examples as appropriate. Please also use this cover letter to indicate evaluator/evaluation team's availability at critical periods.
2. A maximum 2-page budget covering all major anticipated costs.
3. A CV detailing relevant skills and experience of no more than 4 pages, including contactable referees, for each member of the evaluation team.
4. One example of a relevant previous evaluation (one per team member, for joint bids)

Tenders should be sent to Iain Potter (**iain.potter@oxfaminternational.org**) and received no later than 5pm GMT, January 8, 2013. Short-listed candidates will be contacted and invited to interview the following week.

9. Questions

Please address questions about this tender to Kimberly Bowman at kbowman@oxfam.org.uk (until 21 Dec) or Simon Starling (**simon.starling@oxfaminternational.org**) between 3 and 8 January.

**ANNEX EIGHT
ABOUT THE EVALUATION
TEAM**



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

Glenn O’Neil, team leader: As founder of Owl RE, Glenn has led some 50 evaluations, research and communication projects for international organisations 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 organisations 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 London School of Economics and Political Science. Glenn is Swiss/Australian and speaks French and English.

Patricia Goldschmid, evaluation consultant: Patricia has a specialisation 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. She has an Executive Masters in Communications Management from the University of Lugano. Patricia is Swiss/Peruvian and speaks English, French, German and Spanish.