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# Oxfam-Monash Partnership

Annual Report 2011–2012



OXFAM  
Australia



MONASH University

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# A message from the Oxfam-Monash Partnership

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Two years on from our inaugural Search Conference the Oxfam-Monash Partnership continues to advance activities, achieve important outcomes and learn from our collective experience.

We see the potential to awaken the active citizen in every individual. Through our projects we are supporting individuals and communities to demand accountability from governments, promote greater equity and foster innovations in practice.

Practical applications of this new knowledge are emerging:

- students in the Master of International Development and Environmental Analysis course provided input into Oxfam International's new strategic planning process through undertaking a meta-review or "sense-making" exercise of over 150 evaluations;
- community partners in South Africa trialled a National Health Insurance scheme booklet raising awareness and engagement with this important issue;
- the research team in Bangladesh coordinated an ideas sharing workshop with the University of Dhaka which contributed to building a robust conversation on the gendered impacts of climate change;
- individuals involved in Partnership projects have learned about the importance of adapting to context and how situating research and learning in, and with, communities yields a richer experience and more applicable findings; and
- four years into the South Africa Student Placement Program, students and partner organizations are gaining greater benefit from the experience as we hone and adjust the program. Our plan is to bolster learning and practice elements of the placement through project based learning for academic credits. This is part of our broader objective to reward the gaining of practical experience in development through for-credit coursework.

We are gaining a fuller appreciation of how the Partnership is promoting both expected, and unexpected, change. Already, projects we have funded are building webs of impact beyond their geographic scope. Conversations and connections are taking place between various parties, including civil society organizations, communities, researchers, partners and individuals. Projects are learning and re-orienting what they do to align better with community demands. For example, project teams are embedding researchers with community over the long term.

As research projects roll into their second phases the importance of classical research outputs are now being complemented by the need to respond to community-driven needs. How change happens though is a matter for further exploration, and explicitly so. For example, the projects we are supporting are beginning to grapple with the disparity between accountability structures proposed by outsiders and the actual reality for communities and individuals; change in communities is complicated by structures of power that defy single issue interventions.

By drawing out connections between their research and broader shared experience of gender inequality, the Bangladesh project team has taught us that seeing local process of change in isolation ignores the global context and risks being insignificant and short-lived. Barriers to community led accountability, gender equality and positive climate change adaptation, need to be systematically explored, not only through the methodology of action-research but through the lens of transformational change.

The broadening of our thinking on how the Partnership can enable change and achieve impacts is exciting. The future of this type of University/NGO Partnership is promising; we can promote new ways to address the kinds of 'wicked' problems the world increasingly faces, including nurturing the next generation of citizen leaders to address them. One way to do this is perhaps through building a broader alliance of NGO and university sectors to combine our academic strengths and provide leadership in development. We will continue to advance these goals by documenting our shared values and ways of working and offer a model of good practice to share and build upon.

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Professor Adam Shoemaker

Deputy Vice-Chancellor (Education)  
Monash University

Andrew Hewett

Executive Director  
Oxfam Australia



MONASH University

# 1. Introduction

## Oxfam-Monash Partnership

Monash University and Oxfam Australia have been working together since 2008 in a style of partnership that is unique and bold. This Annual Report shares what we have learned since then, how we are impacting communities, and how our two organisations are being transformed as a result.

Monash University is ranked in the top 1% of the world's universities. It is a global university with campuses in Malaysia and South Africa, and a centre in Italy. In addition, it participates in partnerships with the Indian Institute of Technology Bombay (IITB) to create the IITB–Monash Research Academy in India, the Southeast University–Monash University Joint Graduate School in China, and an alliance with The University of Warwick (UK).

Monash University is committed to social justice and human rights and is working to improve opportunities for Indigenous Australians, people from financially and socially disadvantaged backgrounds, people from rural and regional areas, people with disabilities, and women in the workplace. Monash has prominent strengths in research and education with a focus on health and wellbeing, future technologies, sustainable environments, and resilient cultures and communities.

Oxfam Australia supports programs in 28 countries and is part of the Oxfam confederation, which works in more than 90 countries. Evaluations of its work on the

ground confirm that the agency is making a significant difference to people's lives and has developed a strong core of expertise around enabling people to develop sustainable livelihoods, even under the most adverse of circumstances. Oxfam Australia has expertise in campaigning and advocacy that seeks to challenge the systemic causes of poverty and injustice.

With a common agenda, these two organisations are able to achieve more than they can alone:

- Since 2008 the Oxfam-Monash Partnership has sent 36 students to South Africa to work with Oxfam's partner organisations through the Oxfam Student Placement Program.
- Monash Workplace Giving with Oxfam Australia, which began in April 2010, has raised \$8,475 to date. Staff enrolled in this giving program receive information about emergency appeals, skilled volunteering opportunities and invitations to special events such as the Annual Corporate Partnership breakfast with Oxfam's Country Directors.
- The Fairtrade Oxfam Shop on Monash University's Clayton campus continues to raise the profile of Fairtrade products with students, staff and visitors to the university.

These strong foundations underpinned the establishment of the Oxfam-Monash Partnership. With the receipt of a generous philanthropic donation of \$2.9 million from the Empowerment Charitable Trust, our ability to



make a positive impact in the development sector has grown. In 2010 the Oxfam-Monash Partnership began fostering specific research and project collaborations in areas of climate change adaptation, gender equality and accountability.

The aim of the partnership begins and ends with the goal of improving and extending good practice on the ground through enhanced development effectiveness, humanitarian and advocacy action. We plan to achieve this by:

- providing ongoing support for effective community development initiatives that empower people living in poverty to attain sustainable livelihoods and share their stories about this process locally and globally;
- collecting evidence of Oxfam's impact and methods, and communicating these findings to influence practice in the sector (including Oxfam's practice), develop the academic curriculum, and mobilise support from the Australian Government and the public for high quality aid; and
- equipping the next generation of development workers and activists with the necessary skills to promote further positive changes in people's lives from knowledge and practice that emerges from joint Oxfam-Monash action.

The Partnership's work focuses on three thematic areas:

- **accountability**; how best to support communities to provide feedback to development agencies and governments and, in so doing, hold the latter two to account.
- **climate change**; how best to support communities to adapt to climate change.
- **gender equality**; how best to support gender equality to positively impact women's lives, family wellbeing and community development.

Over the past two years the Partnership has achieved many milestones. Four major research projects have been established, with one short-term project concluding in December 2011. We have supported researchers and practitioners to attend major international events such as the *5<sup>th</sup> International Conference on Community-Based Adaptation to Climate Change* and convened working sessions to explore community responses to climate change. Links have developed to enable practitioners from Oxfam Australia to share knowledge more broadly with academics and students at Monash University through the

Improving Health Futures in a Global World Depth Unit and other academic forums.

From 2010–2012 we formalised our relationships through the appointment of key Partnership positions and ongoing recruitment and replacement for Governance Committee members. Following on from a year of working to establish relationships and inaugural projects, we celebrated the launch of the Partnership with the welcome blessing of the Hon Michael Kirby, retired judge of the High Court of Australia and Monash University alumnus. Key agreements between Monash University and Oxfam Australia are now in place, including the signed 2011 Memorandum of Understanding between the two organisations. We also have key agreements in place with the donor, the Empowerment Charitable Trust, and Monash University and Oxfam Australia.

## Report Outline

The report focuses on the Partnership's major activities in five parts:

1. **Partnership in action** discusses what we have learned over the past two years in terms of our shared values and progress and challenges to our ways of working.
2. Our section on **research progress and impact** begins to draw out how the Partnership's activities are taking root at various levels, from communities to campuses.
3. The discussion on **transforming lives** lays the foundation for the Partnership's long-term goal of demonstrating value in the development and education sector and how we have impacted on overall capacity at the community level.
4. **Governance of the Partnership** outlines the changing membership of the Governance Committee, the unique and dynamic structure of the Partnership, the joint program manager position and the role of the research fellow.
5. **Looking ahead**, we discuss what the next three years hold for this Partnership and announce a refocused and strategically stronger vision for making a positive impact on people's lives.

## 2. Partnership in action

Through this Partnership we strive to enhance the effectiveness of development, humanitarian and advocacy action, based on an ethical obligation and accountability to the populations we serve. We also have a strong joint commitment to build a nurturing and effective partnership. Using a model of partnership built around principles of equality and complementarity between institutions, our aim is to use strong action research to make a positive impact on people's lives.

During the first year of the Partnership two major research projects were funded, *Gendered impacts of climate variability, particularly in relation to slow onset change and climate events, in Bangladesh, and Governance and accountability in the health sector: developing a people's policy for health in South Africa*. In 2012 two more applicants were successful in applying for funding, the *Oxfam International sense-making exercise and Community-driven accountability: steering multi-level accountability systems from the ground up, Cambodia*.

Projects funded through the Partnership reflect the variety of important and timely topics it is possible to explore through open and collaborative relationships. With the exception of the *Oxfam International sense-making exercise*, a short term though incredibly intensive project, our funded projects are all multi-year works with research stages staggered over two to three years. All have completed at least initial data collection, two are in the stages of analysing initial findings, and one is preparing to trial new advocacy methods country-wide. The *Oxfam International sense-making exercise* has generated a report of findings from the student – and academic-led evaluation and has been shared with Oxfam International.

Over the last 24 months we have refined our ways of working and our values through actual practice. Reflections have taken place for the South Africa and Bangladesh projects and feedback from the *Oxfam International sense-making exercise* and Cambodia projects has been collected. Other stakeholders have been canvassed for feedback and models for better management and operation of the Partnership are being developed.

Preliminary findings from an evaluation of the Partnership show that while our shared values are strong, practices surrounding our ways of working need to be strengthened.

### Values

- Collaboration between Oxfam Australia and Monash University builds on the strengths of both organisations. For example, academic insight into the production of knowledge is grounded by real-world experience as evidenced by the close relationships forming with local-level organisations. Funded research is being undertaken with a strong theoretical framework and has enabled research teams to reflect and begin exploring questions about how change happens and what making a difference in people's lives mean in a practical sense.
- Goodwill has enabled relationships to be established that would otherwise not have been possible. Projects funded have allowed academics and practitioners to meaningfully engage with one another through governance of their projects and accountability for project outputs.
- Through this Partnership, academics and practitioners have had the opportunity to distil and document their experiences and communicate them to the world. Already, joint publication plans are being developed, preliminary research findings are informing second-stage implementation plans, and research relationships are broadening beyond the scope of Oxfam Australia and Monash University to include civil society organisations and policy-makers.

***"Having completed the first stage of the research, it is very clear this research would not be possible without the partnership approach."***

— Research team's project progress reflection, Gendered impacts of climate variability, particularly in relation to slow onset change and climate events in Bangladesh.

### Ways of Working

- To fulfil our commitment to transparency, communication of the Partnership's goals and processes needs to be more consistent and timely. A number of strategies will be developed and implemented in 2012–2013.
- At the Partnership, our aim is to support action-oriented research that makes a difference in people's lives. This is conceptually challenging and practically difficult to operationalise. Research teams could benefit from opportunities to share and test ideas and work through common obstacles. We are also exploring a reflective research and learning framework for the Partnership to document and share our advances in thinking.
- The ideas and impact of the Oxfam-Monash Partnership could be better inculcated throughout both organisations. A comprehensive review of our communications plan is being undertaken and will account for the information needs and opportunities of both organisations. We are rethinking how information is transmitted and shared in both organisations and where strategically we can have the greatest influence.



Farmer in Timor Leste

Photo: Tim Herbert/OxfamAUS

### 3. Research Progress and Impacts

During the proposal process, applicants are asked to speculate on how their project would positively impact communities. Matching these claims to actual results in the community is an art as well as a science: impact is appreciated from the stories gathered and gleaned from the outputs generated by the project teams. As they work toward broader aims of education and empowerment, the teams have already witnessed local impact while encountering some challenges along the way.

Many of our projects, such as the Cambodia, South Africa and Bangladesh research projects, are multi-year works

and impact on communities is now beginning to emerge. Others, such as the *Oxfam International sense-making exercise* and the *Workshop on community-based climate change adaptation* are now complete and we can take stock of the impact they have made. In examining their progress to date we asked the project teams to consider the purpose, importance and impact of research-in-action on both the researcher and the communities. Here are their “thoughts from the field”.



## Gendered Impacts of Climate Variability in Bangladesh

### Full project title:

Gendered impacts of climate variability, particularly in relation to slow onset change and climate events, in Bangladesh.

### Partnership funding:

\$300,000 for up to three years.

### Partnership thematic areas:

Gender equality and climate change.

The individual's experience can influence and inform policy and programs. Through the experiences of Bangladeshi women, men, girls and boys, the Oxfam-Monash research team aims to understand gender-based impacts related to climate variability, catastrophic events and slow onset events.

The Oxfam-Monash research team has completed initial fieldwork in Bangladesh and is in the early stages of data analysis. In making trips to Bangladesh, the team was able to examine the context, establish relationships and meet partners that proved beneficial to its fieldwork. Most significantly, the team forged a relationship with researchers and an associate professor at the University of Dhaka's School of Anthropology, who provided invaluable expertise. For instance, researchers from the University of Dhaka were able to conduct focus groups and interviews in the native language. On account of the composition of the research team, including researchers from the University of Dhaka, local partner organisations and the Oxfam-Monash team, researchers established networks in rural and remote areas. They heard the stories and experiences of women, men, girls and boys, who may have otherwise remained voiceless.

Additionally, the Oxfam-Monash team, with researchers from the University of Dhaka, organised an "idea sharing" workshop. Alex Haynes, Project Manager at GLASS, explains: *"As part of our efforts to engage with a broad range of stakeholders throughout the project we worked with our colleagues from the University of Dhaka to organise an 'idea sharing' workshop. This workshop, with academics, government representatives, advocates and non-profit staff, was an opportunity for us to share our research aims and initial impressions from our fieldwork and discuss these with people researching or working in the areas of gender and climate change. It was an open, robust conversation and was helpful for all concerned."* The workshop enhanced the research team's understanding of how best to position the project for future policy and community programs.

***"We are consciously building relationships with a network of potentially influential people and organisations in the hope that we can use this to fashion effective policy responses."***

— Research team's project progress reflection, Gendered impacts of climate variability, particularly in relation to slow onset change and climate events in Bangladesh.

Research assistants at the University of Dhaka are now transcribing and translating the data for the Oxfam-Monash team. The data is already providing insights into the gendered impacts of climate variability as well as the influences of government, culture and social services on these impacts. However, the researchers are continuing their data analysis to derive practical ways to address these impacts and enact change. The Oxfam-Monash team has also successfully submitted two book chapters and will make a number of presentations at international conferences in the coming months. In sharing its knowledge and experience of the Bangladeshi context, the research team can continue to inform ideas and perceptions about gendered impacts of climate variability in the international development community.

## PROJECT TEAM

### Project leadership:

Professor Margaret Alston

*Director of the Gender Leadership and Social Sustainability (GLASS) Research Unit and Head of the Department of Social Work, Monash University*

Tania Cass

*Program Manager – India and Bangladesh, Oxfam Australia*

Dr Kerri Wittenbury

*Senior Research Fellow, GLASS Research Unit Monash University*

Dr Alexandra Gartrell

*Research advisor, Oxfam Australia*

### Key members:

Alex Haynes

*Project Manager, Oxfam-Monash Partnership Project, Bangladesh, GLASS Research Unit, Department of Social Work, Monash University*

Md Badi Akhter

*Program Manager, Bangladesh, Oxfam Great Britain*

Farhana Hafiz

*Programme Officer in Bangladesh, Oxfam Great Britain*



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## Developing a People's Policy for Health in South Africa

**Full project title:**

Governance and accountability in the health sector - Developing a people's policy for health in South Africa.

**Partnership funding:**

\$100,000 for up to two years.

**Partnership thematic area:**

Accountability.

Information and knowledge empower local communities to ensure policies serve their needs. Through an examination of the National Health Insurance (NHI) scheme in South Africa, the Oxfam-Monash research team aims to increase community participation in democratic processes to hold the South African Government accountable for efficient and effective healthcare delivery.

While communities have heard the NHI acronym, knowledge and understanding of the policy itself is low. As a starting point, the research team partnered with two local organisations to gauge interest in and knowledge of the NHI in one rural community and one peri-urban community. These consultations included door-to-door visits, workshops with church leaders about discussing

the NHI with their congregations, visits to schools, and conversations with municipality and government representatives. Professor Geoffrey Setswe, Team Leader of the project and Head of Health Sciences at Monash South Africa, notes that individuals "did not shy away from raising their points of concern on present experiences with healthcare". However, it was determined that communities were not engaging with the NHI to raise these concerns.

To increase communities' engagement with the NHI, the team compiled an information booklet about the NHI in question-and-answer format. The booklet was distributed in the rural and peri-urban communities to ensure relevance of the material and gain feedback. Urvarshi Rajcoomar, Co-team Leader of the project and Senior Program Coordinator of Advocacy, Policy and Humanitarian Programs at Oxfam's country office in Durban, notes "the booklet was a great success, which speaks to the importance of this work". The distribution of information through these booklets has already increased the two communities' engagement with the NHI. For instance, the communities are having conversations and discussing what they hear about the NHI from news sources with the local partner organisations. The communities better understand that the NHI is a tool that they can use to lobby government with the anticipated result of improved healthcare delivery.



***"The project uses engagement in the NHI process to focus on understanding accountability in health within the South African context. It is an iterative project, which allows it to respond to the different needs of the communities as they arise. The ripple effect has been that these active citizens engage in other important social and political issues within the communities."***

— Urvarshi Rajcoomar, Senior Program Coordinator of Advocacy, Policy and Humanitarian Programs at Oxfam's country office in Durban.

The research team plans to continue this community-level impact. Professor Geoffrey Setswe and his team hope "to impact significantly on the knowledge and understanding of the NHI through our customised materials". Through continued consultation at the community level, the engagement with the NHI and healthcare issues will help the policy development process. The research team emphasises that the end users of public health services must question the current system to initiate an improvement process. Therefore, this project operates at the community level to awaken the active citizen in every individual.

## PROJECT TEAM

### Monash staff:

Professor Geoff Setswe

*Professor and Head of Health Sciences, Monash South Africa*

Dr Ravayi Marindo

*Senior Lecturer – Epidemiology, Monash South Africa*

Professor Brian Oldenburg

*Professor and Chair of International Public Health, Monash Australia*

### Oxfam staff:

Katherine Lay

*Essential Services Program Coordinator, Oxfam Pretoria Office*

Kevin Roussel

*Advocacy and Campaigns Manager, Oxfam Cape Town Office*

Urvarshi Rajcoomar

*Senior Program Coordinator- Advocacy, Policy and Humanitarian, Oxfam, Country Office in Durban*

## Steering Multi-level Accountability Systems from the Ground up in Cambodia

### Full project title:

Community-driven accountability: steering multi-level accountability systems from the ground up, Cambodia.

### Partnership funding:

\$298,754 for up to two and a half years.

### Partnership thematic area:

Accountability.

Community-level impact begins with accountable development practice. Aid and development finance agencies as well as businesses operate at the local level to develop and build communities. Although communities should be able to hold these agencies accountable to their development activities, these agencies usually establish their own accountability measures. In recognition of this disparity, the central goal of this project is to investigate barriers to community-driven accountability and provide recommendations and strategies to strengthen community-driven accountability systems.

To realise this goal, the research team integrated into the local communities. This was achieved through simple measures, such as eating and living with local community members while conducting research activities in many villages. More formally, the research team partnered with researchers from Equitable Cambodia, a local non-government organisation. The research team provided skills training and development support, which Equitable Cambodia can use in future projects, while Equitable Cambodia provided local knowledge and assistance. As Shelley Marshall, one of the team's investigators and Senior Lecturer in Economics and Commerce at Monash University, notes: "*The relationship with Equitable Cambodia is a long-term and two-way benefit for the project.*"

### ***"The goal is empowerment."***

— Shelley Marshall, Project Investigator and Senior Lecturer in Economics and Commerce at Monash University.

Information was gathered from local communities through structured interviews and focus groups. The research team ensured its research activities were inclusive of all members of the village, especially those who lived in the periphery and felt excluded from programming in the past. For the focus group activities, the research team worked with participants over several days. This time allowed trust to build between the researchers and focus group participants. While trust-building can prove challenging, the research team tried to overcome this by working with the Equitable Cambodia researchers, rather than through translators, and working through trusted intermediaries. Over the course of several days, the focus group participants identified community issues of importance

and strategies for working with various actors to influence decision-making and gain accountability.

The research team encountered several challenges while interacting at the local community level. For instance, the current environment is politicised with upcoming elections. Therefore, the research team was notified to refrain from asking certain questions that could heighten tensions. As Shelley Marshall notes: "These questions are key to our study, we had to find a way to approach the questions sensitively and without putting intermediaries in danger." The research team was aware of possible exposure to danger and violence throughout the life of the project. With these challenges in mind, the research team conducted rigorous risk mitigation to ensure that they received good data and that interaction with the communities was participatory.

At project completion, the research team, with assistance from Equitable Cambodia, will have conducted three distinct case studies, each with a number of villages. The research will provide a comparative analysis of different working strategies for development at the community level with the main goal of empowerment through information and knowledge. The research team aims to work with and empower communities to develop new strategies for increasing the accountability of actors who impact village livelihoods.

## PROJECT TEAM

### Project Leadership:

Dr Shelley Marshall  
Senior Lecturer, Economics and Commerce

Dr Adam McBeth  
Senior Lecturer – Law

Dr Kate MacDonald  
Lecturer, Political Science, University of Melbourne

Michael Simon  
Advocacy Manager, Oxfam Australia

Pauline Taylor McKeown  
Mekong Regional Program Manager, Oxfam Australia

### Key Members:

Depika Sherchan  
Research Co-ordinator

Kol Leakhana  
Project Officer

Chheong Sotheavan  
Development Watch Research Officer, Equitable Cambodia

Ruth Bottomley  
Research Co-ordinator

Neth Virak  
Senior Research Officer, Equitable Cambodia



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## Oxfam International Sense Making Exercise

**Full project title:**  
Oxfam International Sense Making Exercise.

**Partnership funding:**  
\$28,516.

**Partnership thematic areas:**  
Climate change, gender equality, and accountability.

Reflection and review strengthens future impact. As Oxfam International nears the end of its 2007–2012 Strategic Plan, *Demanding Justice*, the organisation has reviewed its progress to inform planning. In collaboration with individuals from Monash University, Oxfam has reviewed the context of its operations, its achievements, and lessons learned. The evaluation has focused on Oxfam's work in the four specific areas of economic justice, essential services, gender justice and active citizenship and accountability, and considered how Oxfam can continue to affect these areas in the future.

***"For the seven Monash University students involved, this exercise provided an excellent opportunity to apply their theoretical knowledge to real-world situations, as well as getting a good taste of the "pressure cooker" work environment at non-government organisations. For the academic supervisor, it was valuable to engage with current thinking and conversations on active citizenship and accountability and how and why change happens more broadly, which helps to keep his teaching current and relevant".***

— Craig Thorburn, Senior Lecturer, SGES Monash

This review provided a rare opportunity for students, academics and Oxfam staff to meet and share ideas and contribute to the strategic direction of Oxfam International. For researchers at Monash University's Gender Leadership and Social Sustainability Unit, working through this exercise with Oxfam Australia provided “critical international development/INGO context” and enabled “robust internal discussions on gender justice, its intersections with other change goals and the impacts of Oxfam’s work in this area” (Alex Haynes, Project Manager at GLASS). Students, too, felt it was a worthwhile endeavour. Elements of the exercise, including workshops at Oxfam and access to the wealth of Oxfam materials, were highly appreciated. According to survey results, most participants found the exercise useful to their studies and research and it also improved their understanding of the work of international non-government organisations and international development activities more broadly.

Most notably, the summary report of the sense-making exercise was offered to Oxfam International and influenced decision-making on the upcoming strategic plan. This exercise, therefore, has had strategic influence.

### PROJECT TEAM

Chris Roche  
*Director of Development Effectiveness, Oxfam Australia*

Craig Thorburn  
*Senior Lecturer, School of Geography and Environmental Science, Monash University*

Alex Haynes  
*Project Manager – GLASS Research Unit, Department of Social Work, Monash University*

Thomas Davis  
*Lecturer, School of Public Policy, Melbourne University*

## Community-based Climate Change Adaptation Workshop, Indonesia and Timor-Leste

**Full project title:**

Workshop on community-based climate change adaptation in eastern Indonesia and Timor-Leste.

**Partnership funding:**

\$29,000.

**Partnership thematic area:**

Climate change.

Community impact and mobilisation often begin with an exchange of ideas. During a workshop of local civil society organisations from eastern Indonesia and Timor-Leste, the Oxfam-Monash research team set out to discuss knowledge of climate change and consider perceptions and initiatives to address climate change impacts on communities. As a scoping exercise, the workshop accomplished its goal in assessing and understanding climate change responses in the region. Furthermore, it has opened opportunities for further dialogue among civil society organisations about climate change response.

The workshop was facilitated by the Oxfam-Monash team and local organisation FIELD Indonesia (Farmers Initiative for Ecological Livelihoods and Democracy). FIELD was an invaluable resource for the workshop, as Craig Thorburn, Workshop Progenitor and Facilitator and Senior Lecturer at the School of Geography and Environmental Science (SGES) Monash, notes: “*FIELD Indonesia is the preeminent source of experience and expertise in the field of adult non-formal education and farmer-based learning and experimentation in Indonesia and South-East Asia more broadly.*” FIELD staff were able to share this wealth of knowledge about increasing climate change resilience with all workshop participants and, most especially, the Timorese participants. While the workshop facilitators and participants were challenged by a gap in climate change knowledge between the more experienced Indonesian participants and their Timorese counterparts, the two groups were most willing to engage and help one another.

*“The workshop has been eye-opening and has brought awareness that we are not alone in facing this issue [of climate change]. When we need support, we know where to go for assistance. I am still keeping in touch with our Oxfam friends of Timor-Leste, and I know they are also working on the climate change issue.”*

— Priyo Budi Asmoro, Economic Justice Manager, Oxfam Australia (Indonesia).

The relationship forged between the Indonesian and Timorese participants is the most positive outcome to date. The Timorese participants have expressed a need for follow-up support through cross-border exchanges, consultation and collaboration with Indonesian groups. Their suggestions include establishing climate change field schools in their communities and completing apprenticeships to learn from the technical expertise of the Indonesian participants. FIELD Indonesia is particularly enthusiastic about potential follow-up programs, and Priyo Budi Asmoro, Economic Justice Manager at Oxfam’s office in Indonesia, who facilitated the involvement of the Indonesian participants, believes “*there is an opportunity for participants to exchange their experience*”.

The research team has transcribed and translated these discussions and ideas for future collaboration into an Indonesian language booklet, which has been produced for distribution to workshop participants. While follow-up initiatives are yet to be realised, workshop participants have noted that this initial workshop has increased their understanding of climate change issues, adaptability measures and impacts on their communities.

### PROJECT TEAM

Craig Thorburn

Senior Lecturer, School of Geography and Environmental Science, Monash University

Inga Mepham

Indonesia Program Manager, Oxfam Australia

Jessica Mercer

Climate Change Adaptation Coordinator, Oxfam Australia



# 4. Transforming Lives

The transformative agenda of the Oxfam-Monash Partnership is clear: effective development, humanitarian and advocacy work is outcome based and action oriented.

Effective research contributes to a better understanding and broader knowledge of what constitutes effective action. This Partnership seeks to create real synergy between action and research with a view to directly and indirectly improving the lives of people living in poverty.

Equally important, through this Partnership we support enhanced curriculum development to give students the best possible preparation as future leaders in the field of social justice. A unique strength is our ability to build structures for students, academics and practitioners to link and learn from one another.

We aim to translate this transformative agenda into action through the projects we support.

## South Africa Student Placement Program

Transformation often begins with a challenge. The South Africa student placement program provides Monash University students with an opportunity and challenge to undertake a volunteer assignment with Oxfam Australia's partner organisations in South Africa. These organisations include the Children in Distress Network, Gay and Lesbian Network, Hillcrest AIDS Centre Trust, Project Empower, Refugee Social Services and Woza Moya. The objectives of the program include students' deepened understanding of community development; building skills and personal growth; and exploration of possible career paths or academic options. After a competitive application process, ten Monash University students — three from Monash University South Africa and seven from Australian campuses — began their journey to transform and be transformed in early 2012.



2012 South Africa Student Placement Program.

Photo: Inger Harber/Oxfam South Africa.

All students were based in KwaZulu-Natal province on the east coast of South Africa. In the first week of the placement, students were given an orientation and

introduction to the South African context. This included seminars and group discussions with representatives from Oxfam Australia's partner organisations about issues of health, violence, governance, infrastructure and resource management. As Danielle Rowe, a Monash University South Africa student, noted, the orientation "was crucial ... it really set us off on the right path to better understanding". The students' understanding of South African history, politics and society was particularly important to their volunteer placements, where they worked with populations made vulnerable by poverty, disease and inaccessibility to essential services.

The students tackled difficult issues in South Africa. While some days proved challenging and exhausting, they were also rewarding and exhilarating. Some of the students' responsibilities included:

- visiting communities and creating a photo journal of the impact of income-generating projects to be used for future funding proposals, reports and the Hillcrest AIDS Centre Trust website;
- writing an article for Agenda Magazine on behalf of Project Empower about the difficulties women face in accessing health services in light of current human rights and healthcare legislation;
- representing Woza Moya at a district conference on gender-based violence and HIV and AIDS attended by community leaders, non-government organisation representatives and government officials;
- facilitating feedback sessions about a vocational training project for refugees at Refugee Social Services; and
- providing directorial support to the theatre group of the Gay and Lesbian Network with the aim of building confidence in youth who identify as LGBTI.



Young women from four different township communities gather at the Bambayi drop in centre in Kwamashu informal settlement to participate in sex education programs. The day's meeting was facilitated by Nompumelelo Mbatha who is Director of Project Empower based at the Diakonia Centre in Durban.

Photo: Matthew Willman/OxfamAUS.



Jane Nxasana (43) and Thembi Mweli (39) on their way to visit various homes where they see to the needs of children as part of their portfolio.  
Photo: Matthew Willman/OxfamAUS.

The students made a tangible impact at these partner organisations while building skills and learning about community development initiatives. In consideration of the objectives of the South Africa Student Placement Program, the students:

1. **Deepened their understanding of community development;** "Prior to going, I built up an expectation that I would develop knowledge and skills around community development practice that I could take home to use in an Australian remote context and I was not disappointed." Kristen Orazi, Woza Moya.
2. **Developed personal and professional skills;** "The past couple of weeks have been such a great learning platform ... I have learned to be humble and patient ... I truly have a better understanding of everything I have been learning at Monash and wish every student could have this experience." Nkosisomusa Ncube, Woza Moya.
3. **Explored possible career paths or academic options;** "My time at RSS [Refugee Social Services] has confirmed that I must work in and with communities and has shown me a pathway through which to realise this. I am now considering a Master of Social Work and completing further study on conflict resolution." Jessie Ravenscroft, Refugee Social Services.

While grateful for and empowered by their placements in South Africa, the students were also challenged to turn their knowledge into action to transform their local communities.

During the hard work of their respective placements, the students appreciated the presence of the Partnership's Support Officer, Inger Harber. Many students commented on the necessity of this role and how Inger informed their time in South Africa. The support officer position was funded for the first time in 2011 and has proved integral to the student experience.

The Partnership is now considering ways to refine and enhance the South Africa Student Placement Program. In particular, the Partnership would like to better link the program to students' academic skills or career path. One option under consideration is the creation of a subject taken for credit, which has a preliminary course component at the students' home campuses. The subject would require a formal assessment in addition to the placement. Feedback from past student participants, Oxfam Australia's partner organisations in South Africa and key staff is under review to determine how and if the Partnership should proceed with a subject taken for credit.

## Depth Unit

The Partnership worked closely with the International Public Health Unit at Monash University to develop a new depth unit, *Improving Health Futures in a Global World* (MON2002). This unit opened enrolment to students from any discipline and introduced them to critical issues affecting quality and access to health services around the world. Student feedback indicated that this unit was well received.

 MONASH University Medicine, Nursing and Health Sciences	 Enhance your knowledge and expertise <small>Monash depth units - a Monash Passport program</small>
<b>MON2002 Improving Health Futures in a Global World</b>  Our health and wellbeing are increasingly subject to global influences - from global warming to the global financial crisis. The world's health challenges involve issues, determinants and solutions that cross borders and cultures. Developed in collaboration with Oxfam Australia, the unit uses real-life case studies from around the developing world to learn how to respond to these challenges. Using the interdisciplinary framework of the United Nations Millennium Development Goals, the unit explores how issues such as poverty, education, gender, and natural circumstances - which are ultimately interrelated - can affect health and wellbeing of populations. The unit consists of four main components designed to: (i) meet and interact with experts from the field and academics from different faculties; (ii) learn about policy formulation and implementation; (iii) familiarize with innovative teaching approaches, such as the Harvard Business Case Study Model; and finally, (iv) develop a better understanding of prospective careers in public health and policy, community development, international relations, government, NGOs and development organisations (e.g. AusAid). <a href="http://www.monash.edu.au/pubs/2011handbooks/units/MON2002.html">http://www.monash.edu.au/pubs/2011handbooks/units/MON2002.html</a> <small>Subject Coordinator: Ms Shelia Scopsi; Chief Examiner: Prof. Birte Oldenburg</small>	
<small>Health and Wellbeing</small>	<small>Offered: Semester 2, 2011</small> <small>Campus: Caulfield</small> <small>Level: Second and third year</small>
 Oxfam Australia    MONASH University	

With a strong research component, the unit encouraged students to delve into the transnational issues facing healthcare and its impact for development. Oxfam Australia supplied case studies from its development experience to be used as the core materials and teaching tools. By understanding the challenges and achievements in health, students developed critical thinking skills and strengthened their leadership abilities to apply in their local settings. The depth unit coordinator believes the curriculum encourages student innovation because it "gives students a way of seeing how their work might lead to careers that allow for global change in a positive and productive way".

## Student Volunteering at Monash University

The *Survey Research on Student Volunteering* was designed to provide baseline information about the characteristics of student volunteering at Monash University. The survey covered topics ranging from past experience of volunteering, current volunteering activity, quality of volunteering experience and educational, career or other outcomes. The survey was sent to 10,670 students who had registered an interest in volunteering on Monash University's two online portals "Career Gateway" or "Volunteer Gateway" since 2008; were based on an Australian campus; and used the gateways in the three months prior to the survey period.

From the baseline data gathered, it is evident that volunteering is a popular activity and that among those students registered through Volunteer Gateway or Career Gateway, more than half have taken on some form of volunteer commitment. Time spent volunteering is also significant. Of those who volunteered, 55% did so at least

once a week and 30% gave of their time at least once a month.

For Monash University students, volunteering serves a number of purposes. Students noted its social aspects and appreciated the opportunity to meet people from different backgrounds and make new friends. Other priorities included gaining a sense of satisfaction from helping others and learning and developing a new set of skills for employment.

These priorities were also reflected in volunteering outlets. Students took advantage of local Monash University opportunities available through campus-based clubs and societies and through TeamMONASH™, a community of Monash University volunteers. Students were also of the opinion that linking volunteering directly to academic activity, training programs and placements is important. Incentives such as academic recognition for volunteer work were posited as a possible counter-balance to the lack of free time due to study and family commitments.

In developing and redesigning new forms of volunteer outreach to students, more informed comment will be drawn on from the education and service learning sectors. Key questions for consideration in the development of volunteering programs include:

- What are some of the opportunities and risks associated with a geographically limited volunteer population and how does the social ethos of the student cohort influence its volunteering decisions?
- How can we better harness the skills, knowledge and enthusiasm of students to better support the non-profit sector? Rather than imposing traditional solutions, are other “challenge-based” or experimental methods appropriate?
- With the extreme demands on students’ time are there more imaginative ways to tap into their desire to help others, for example, strategies that incorporate online social justice activities such as research or advocacy?
- Can we explore the idea of student volunteering as a not-for-credit recognised unit or subject on student transcripts? What are the limiting factors of such a strategy and what institutional barriers and support are in place?

A public presentation on research findings relating to student employability and educational outcomes was presented in May 2012 at the Monash Employability Symposium held by Monash Employment and Career Development and the Office of the Deputy Vice-Chancellor (Education). There was considerable interest in the presentation and application of the findings.

## PROJECT TEAM

Dr Larry Stillman

*Research Fellow, Faculty of Information Technology, Monash University*

Dr Tom Denison

*Faculty of Information Technology, Monash University*

Cait Ryan

*Project Manager, Volunteer Operations, Monash University*

## Oxfam at Monash Student Group

A global pursuit of justice begins with transformation in the local community. Oxfam at Monash aims to create awareness, dialogue and action about global poverty and injustice in the Monash University campus community. As a student-led organisation, Oxfam at Monash is affiliated with and supported by Monash University, Monash Student Association and Oxfam Australia.

Since Oxfam at Monash began in early 2011, it has established its presence on campus and is one of the fastest growing clubs at Monash. There are 370 formal student members of Oxfam at Monash and an additional 200 students on the group’s mailing list. Highlights of the group’s activities and events include circulating petitions and information about the Close the Gap campaign for Indigenous health; promoting Oxfam’s GROW campaign for food security; launching the 3things short essay competition and a video competition on affecting change and promoting human rights at the community level; and hosting a Fairtrade tea event. Oxfam at Monash also links students to community development internships, lectures and events through its website and Facebook page. April Scarlett, Oxfam at Monash’s student President, hopes that people “*will make positive changes to their mindset and lifestyles or discuss the issues and take action*” through their involvement with Oxfam at Monash.

Five student leaders — a President, Vice-President, Secretary, Treasurer and Events Manager — comprise the Oxfam at Monash Executive Committee. This committee conducts weekly meetings, to which all members are invited, in addition to organising special events. Importantly, their involvement in Oxfam at Monash has influenced their life goals. For instance, the group’s treasurer plans to pursue a graduate degree in economics with the intention of working for an international organisation while the president is seeking a career in international humanitarian law.

The Partnership has provided Oxfam at Monash with contacts, materials and resources and often brainstorms with the student leaders about future projects and events. April summarises the importance of partnership: “*We are grateful and proud to work with the Partnership and hope that our relationship will inspire generations of Monash community members to become leaders in the global shift towards social justice and human rights.*”



MONASH University

Fair Trade Oxfam Shop at Monash University, Clayton Campus.

Photo: Jaclyn Donahue/Monash University.



## Fairtrade at the Monash University Shop

Customers at the Monash University Shop are transforming lives across the globe. As facilitated by the Partnership, the Monash University Shop at Clayton's Campus Centre promotes, stocks and sells Oxfam Fairtrade items. Fair trade guarantees that workers and farmers in developing countries receive a fair price for their work as a means of ensuring a consistent wage and sustainable lifestyle to combat poverty. Products that receive Fairtrade certification also have strong environmental standards. By offering Fairtrade products at the University Shop, the Partnership contributes to "greening" up the planet, which aligns with Monash University's environmental sustainability mission.

On entering the University Shop at Clayton's Campus Centre, a commitment to fair trade and environmental sustainability is evident. Fairtrade goods are placed at both entrances. Moreover, the offering of Fairtrade items at Monash University has already expanded: Fairtrade goods are now sold at Monash University campuses in Gippsland and Berwick and at the University Shop at The Alfred Hospital. The Science Centre at the Clayton campus also has a Fairtrade display.

The manager of the University Shop notes that the Fairtrade items, including hand-crafted accessories and home décor as well as delicious tea, coffee and chocolate, offer a *"point of difference from other goods because they are distinct and help others"*. The staff of Monash University Shop often educate shoppers about Fairtrade and direct shoppers to the Fairtrade area, especially if they are looking for a gift. In light of the demand for Fairtrade items at the University Shop, a great marketing opportunity exists to increase promotion of Fairtrade to the Monash community — education is key to sustainable transformation.



OXFAM  
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# 5. Governance of the Partnership

## Operations and Management Team

The joint operations and management team is a new reporting structure we developed at the Partnership to be more responsive to the needs of the research projects and accountable for the decisions we make. This joint team is comprised of Natalie Gray, Oxfam's Research Unit Manager, Louise McCall, Director of the Office of the Deputy Vice-Chancellor (Education) and Lisa Elford, Program Manager of the Partnership. Our primary responsibility is for the day-to-day monitoring of the Partnership's activities and financial discretion for small-scale funds applications and disbursements.

The Governance Committee continues to have a strong and involved role in the financial management and strategic governance of the Partnership. More specifically, its responsibility is to establish policies and procedures for the Partnership, evaluate and set the strategic direction, review and approve proposals for funding, and provide ongoing monitoring and support for funded proposals. The Governance Committee meets on a quarterly basis to discuss applications for funding and takes decisions on the strategic direction of the Partnership. All other matters are managed by the Operations and Management Team.

## Governance Structure

- **Adam Shoemaker** is Deputy Vice-Chancellor (Education) at Monash University and is responsible for the quality, range and impact of the university's academic programs. He was Dean of the College of Arts and Social Sciences at the Australian National University (ANU) and Foundation Director of the ANU Research School of Humanities.
- **Chris Roche** is Director of Development Effectiveness at Oxfam Australia, following his previous role as the agency's international program director. His current role includes leading on accountability and learning/innovation and engaging in sector-wide debates on aid quality and effectiveness. Before joining Oxfam Australia, Chris was head of program policy at Oxfam Great Britain and worked for the International NGO consortium ACORD.
- **Mark Clisby** is Director of Research Services at La Trobe University. Mark was most recently Director, Operations at Oxfam Australia with responsibilities in organisational learning and development, human resources, finance, risk management, information services and accommodation services, and served as the Company Secretary for Oxfam Australia and Oxfam Australia Trading.
- **James Ensor** is Director of Public Policy at Oxfam Australia. He joined Oxfam Australia in 1997 and was responsible for managing overseas development projects. He was appointed Director of Public Policy and Outreach in October 2001. Prior to joining Oxfam Australia, James spent seven years with the Central Land Council in the Northern Territory representing the interests of Indigenous landowners.

- **Louise McCall** is Director of the Office of the Deputy Vice-Chancellor (Education) at Monash University. She was the former Deputy Dean (Education) in the Faculty of Medicine, Nursing and Health Sciences at Monash University where she oversaw undergraduate and postgraduate coursework degrees and honours programs. Her educational research interests include transnational education and workforce development, including the role of inter-professional education.
- **Natalie Gray** is Oxfam Australia's Research Manager and an Adjunct Senior Lecturer with the Department of Epidemiology and Preventive Medicine at Monash University. Prior to joining Oxfam Australia in September 2011, Natalie was the team leader for women's and children's health at the Burnet Institute. She is a public health physician with experience in the design, implementation and evaluation of community-based sexual and reproductive health and communicable disease control programs in Malawi, South Africa, Timor-Leste, Indonesia, China, Vanuatu, remote Indigenous Australia, and for humanitarian refugee populations in Australia.

The Partnership is grateful for the leadership of past committee members: Judy Mitchell, Simon Adams, Cecilia Hewlett and May Miller-Dawkins.

## Program Manager

The appointment of a dedicated program manager with reporting lines to both organisations has proved to be crucial to maintaining focus and momentum. This is evidenced in the consistently high level of activity that the Partnership has achieved.

The program manager is the key point of liaison between Monash University and Oxfam Australia. The role includes responsibility for driving the research agenda and for facilitating the genesis, development and monitoring of research projects funded under the Partnership. The program manager also takes a lead role in the development and training of students and practitioners and provides support to the Governance Committee.

In 2011 the Partnership welcomed Thu-Trang Tran to this crucial role as maternity leave coverage for Lisa Elford. Thu-Trang brought with her extensive skills and experience in working across not-for-profit, government and corporate sectors and was on leave from her role as Principal Policy Advisor in the Victorian Department of Justice. The Partnership is grateful to Thu-Trang for her valuable contribution.

Lisa returned to this role in January 2012. She previously worked as a researcher in humanitarian organisations in South Africa and as a community development practitioner in Canada. She has research expertise in mobile populations, human and political geography, and a rights-based approach to development.

## Senior Research Fellow

Larry Stillman is the Senior research fellow of the Oxfam-Monash Partnership. Larry works in the Faculty of Information Technology at Monash University specialising in research about the interaction between technology and communities in developed and developing countries. He has a background in the humanities and social sciences and more than a decade's experience in community development. Larry's recent projects include the Doing IT Better Project with non-government organisations in Victoria, Australia, and with the Meraka Institute, CSIR South Africa, on the Digital Doorway Project. He also organises an annual communities and technologies conference at Monash Prato.

In 2011–12 the focus of Larry's activity was the development, implementation and analysis of student volunteering at Monash University through a large-scale survey. The survey's purpose was to gather baseline data on the characteristics and extent of volunteering to develop future programs relevant to the Monash–Oxfam Partnership. A comprehensive quantitative and qualitative survey instrument was located in the UK, and permission was granted to adapt it for local purposes. Working with Dr Tom Denison of the Faculty of IT, and Cait Ryan, Project Manager, Community Engagement, Access Monash, and Project Manager, Volunteer Operations, Office of the DVC (Education), the survey tool was adapted and Ethics Clearance gained from the Monash Research Office. Guidance was also provided by the Monash University Statistics Office of Planning and Quality. After being tested, the survey was put online between 30 September and 21 October 2010. Key findings are reported on page 20.

## Program Assistant

A casual appointment was created to help the program manager with the ongoing evaluation of our projects and to collect feedback from our stakeholders. Jaclyn Donahue brings a skill-set in data analysis and project coordination to this role. Previously, she worked at a national not-for-profit in the United States and gained fieldwork experience in the provision of humanitarian aid. With an academic background in international development, Jaclyn's interests include demography, nutrition policy and Indigenous rights. In addition to her work for the Partnership, Jaclyn is involved in research projects at RMIT University and Oxfam Australia, which focus on economic development in the Pacific.

## Communications

As an ongoing role within the Partnership, the communications intern is selected from a competitive pool of student applicants from Monash University. This past round, advertised through Oxfam Australia's volunteer website and Monash University's Volunteer Gateway, garnered a lot of interest. This role has proven invaluable to the ongoing development and implementation of the Partnership's communications strategy and the students involved have made a significant contribution.

Bonnie Einsiedel is a past participant of the Summer Placement Program in South Africa, completing a placement with Oxfam Australia's partner organisation Project Empower. In 2011, Bonnie became the first communication intern with the Partnership. Bonnie was instrumental in developing Star Updates — a monthly e-newsletter highlighting the Partnership's activities. She also managed the Partnership's social media outlets and communicated regularly to our Facebook followers.

*"My six months with the Oxfam-Monash Partnership gave me an invaluable insight into the workings of an NGO, improved my research, administration, writing, social media and staff liaison skills and bettered my understanding of community development issues. I couldn't have had a more positive volunteer experience due to the expertise, and encouraging nature, of the Oxfam staff body".*

— Bonnie Einsiedel, Communications Intern,  
Oxfam-Monash Partnership

In 2012, Jacob Thomas joined the Partnership as our new intern. Jacob was involved in the 2012 Student Placement Program in South Africa, working with the Pietermaritzburg Gay & Lesbian Network. Jacob hopes to work in the non-government sector in future years, with a focus on LGBTI youth homelessness. He is working to strengthen the social media outlets used by the Partnership. He has collated and centralised blog sites (Tumblr), status-based networks (Facebook and Twitter) and video-based networks (YouTube) to ensure a smooth transition from intern to intern, and to better connect with the Partnership's broad network. Jacob has also evaluated and developed a more engaging and user-focused format for all Partnership outbound email communications to encourage a greater response from stakeholders and level of engagement from the public.



MONASH University

# 6. Looking Ahead

In December 2011, the Governance Committee decided not to solicit further funding proposals for the first half of 2012. This pause on applications allowed time to capitalise on the lessons from our funded projects and map cross-organisational research.

An important criterion for Partnership funding is a proposed project's dual strategic fit with Oxfam Australia's objectives and the objectives of the Partnership. The Governance Committee has therefore identified that future funding activities should target geographic areas where Oxfam Australia has a strong presence as a managing affiliate. These countries are South Africa, Sri Lanka, Indonesia and Timor-Leste. Oxfam Australia is also focusing energies in Australia through the Aboriginal and Torres Strait Islander Peoples' Program. The Partnership's thematic focus on gender equality, accountability and climate change will be used to support Oxfam Australia's approach on active citizenship and gender justice.

As a result, the Partnership will be implementing a propositional plan of research developed in consultation with key program staff at Oxfam Australia and with researchers at Monash University. Relationships between staff of these two organisations have grown rapidly and organically since the Search Conference. At the Partnership we wish to see these relationships, networks and ideas mature and grow to include new areas and people in Oxfam Australia and Monash University.

At the Oxfam-Monash Partnership we continue to explore opportunities to enhance this relationship. A proposal is being developed for a new alliance that embodies the principles of this Partnership between practitioners and research organisations with the intention to contribute to and develop the new generation of professionals and researchers in civil society and non-government sectors. This alliance would combine the best qualities of high-quality critical research and practice, wisdom, training and personal development, using a diverse range of methodologies. Early thinking on this next advancement combines the academic strengths of the Australian higher education sector with leaders in the Australian international non-government organisation community focusing on the role and place of civil society in development. Based in Australia, the alliance would develop partnerships across the Asia-Pacific region, expanding opportunities for research, practice and learning with like-minded partners.

The third year of this Partnership will be exciting. We have reflected on the lessons of the past two years and felt the ground solidify underneath us. Now we move ahead, leveraging the achievements of research in action and fostering the shared values we espoused at the outset of this relationship.



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