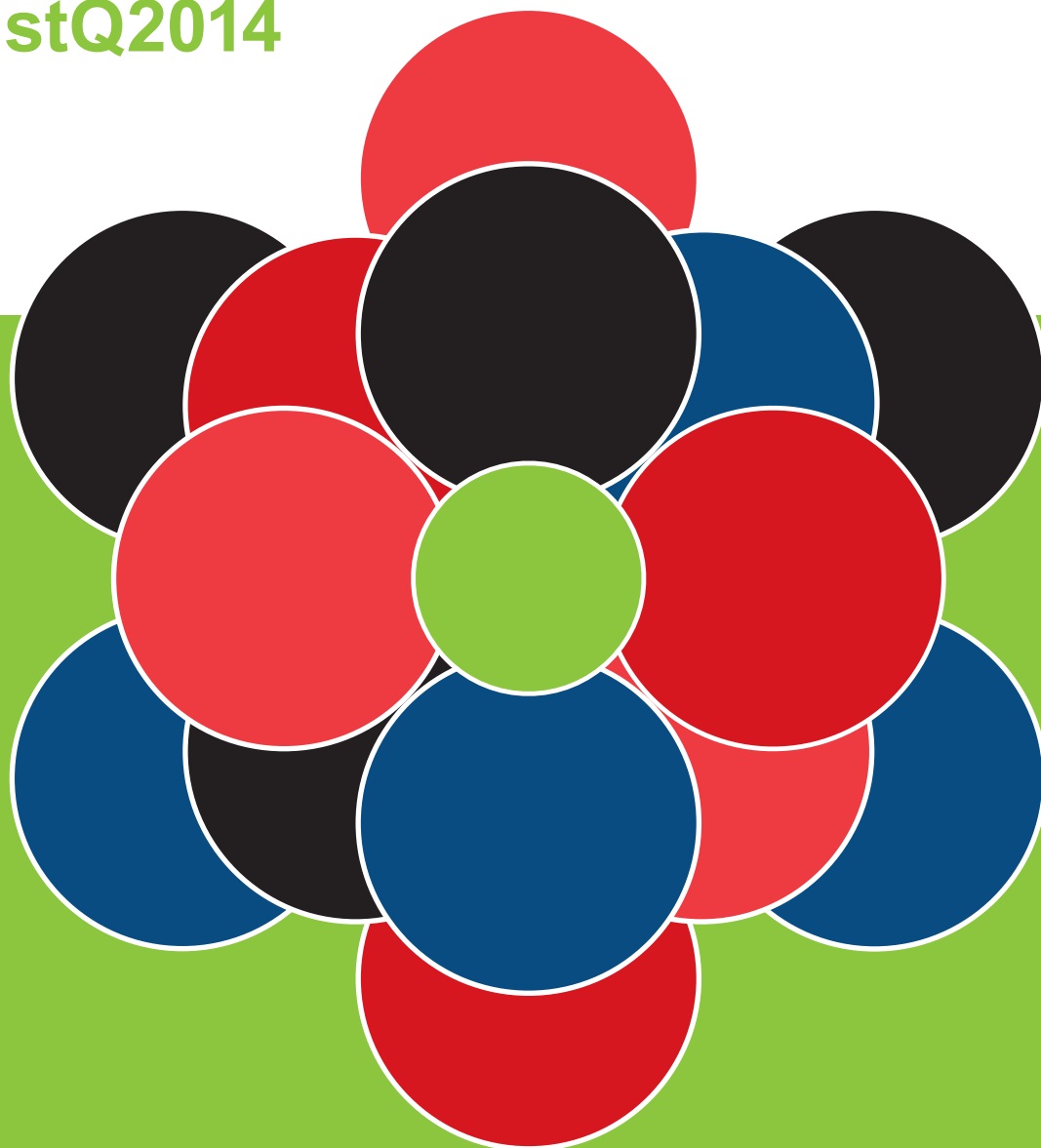


Monitoring Report 2013/1stQ2014



IMPACT alliance
SOMO
HIRDA
1%Club
Butterfly Works
Oxfam Novib

Monitoring Report

2013/1eQ2014

IMPACT Alliance

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Introduction

This is the monitoring report of the IMPACT alliance, covering results achieved in 2013/1Q2014 (MSF-II). It comprises a report on the programme as well as the organisation, based on the activity plan 2013/1Q2014. It is in line with the monitoring protocol as agreed with the Ministry of Foreign Affairs.

This report is the third report in which Oxfam Novib reports as *pervoerder* on behalf of all the members of the IMPACT alliance: SOMO, HIRDA, 1%Club, Butterfly Works and Oxfam Novib.

This report covers the period of 2013 and the first quarter of 2014, as we have changed our January-January reporting period to April-April to fall in line with the rest of the Oxfam confederation.

The IMPACT alliance works in a programmatic way and through a rights based approach. Its five programmes are:

Programme 1: Right to a sustainable livelihood;

Programme 2: Right to basic social services;

Programme 3: Right to life and security;

Programme 4: Right to social and political participation;

Programme 5: Right to an identity.

The above five programmes have contributed to realising the MDG's and the themes that are also priority themes for the Ministry of Foreign Affairs.

Chapter 1 is an overview of the year 2013/1Q2014 by the IMPACT alliance.

Chapter 2 reports on the results per programme, listing outcomes and outputs for 2013/1Q2014 next to the priority result areas of the Ministry. Under each result area, the outcomes are provided that contribute to it. Outcomes can contribute to more than one result area, and the result areas also include a variety of case studies.

The IMPACT alliance follows a programmatic approach with a combination of different intervention strategies, where local and global levels are integrated. This means that international lobby and advocacy is an integrated part of the programmes of the IMPACT alliance. For the purpose of reporting to the Ministry of Foreign Affairs, a distinction is made and the outputs on international lobby and advocacy are reported on separately.

This year, chapter 2 is complemented with the required outcome reporting on capacity development with the use of the 5C model, and the results on strengthening civil society based on the questionnaire that was prescribed by the Ministry. In order to enable comparison over time, the IMPACT Alliance used the same tool to assess organisational capacity and the same key questions to measure the strength of civil society, as were used for the baseline of July 2011.

Chapter 3 reports on the organisation and finances. It includes separate paragraphs with results on partner policy, harmonisation and complementarity, the learning agenda and the IMPACT alliance coalition.

As well as this monitoring report to the Ministry of Foreign Affairs, Oxfam Novib will issue a public report on the results established in 2013/1Q2014.¹ This public report will be accompanied by case studies and impressions of the work of partner organisations that the IMPACT alliance works with as well as the alliance itself.

¹ The other members of the IMPACT Alliance: SOMO, HIRDA, Butterfly Works and the 1% Club have issued their public report on the results in 2013.

1 Directors' report

We rely on the support of half a million volunteers, activists and donors who agree with us that the place where you are born should not determine your human rights. In our work we are confronted with concerning global trends such as growing inequality, increasing vulnerability due to climate change and violence, and a shrinking space for civil society to claim human rights and fight poverty. At the same time we see a growing scope for international companies to influence international development. We are convinced that only through the voice, determination and resilience of people themselves injustice and poverty can be overcome. We therefore proudly present in this report the results that reaffirm that change towards a just world without poverty is possible.

Fighting Inequality through Tax Justice

More and more countries are escaping the grip of the Great Recession, but the impact of years of stagnating wages and increasing unemployment are still being felt in sharply rising income and wealth inequalities. On the eve of the World Economic Forum in Davos, Oxfam provoked a global media storm – with over 90 million hits on Google search – by highlighting in a report that the 85 richest people in the world own as much as the poorest half of the world's population.

And although there is growing prosperity in Africa – seven of the world's ten fastest growing economies are now located in Africa, in part because gradual economic recovery in northern countries is causing a flight of capital from emerging economies such as China, Brazil and India – we must fight to make sure that it is used to combat poverty.

To tackle the effects of tax evasion on developing countries' ability to invest in education, health care, infrastructure and agriculture, SOMO and Oxfam Novib published in 2013 research about how loopholes in the Dutch tax system are costing developing countries a minimum of € 500 million annually. The interest of both media and parliament was aroused (see chapter 2.2.4). Our battle against tax evasion is more urgent than ever. In 2014, we will increase our campaigning efforts to create tax justice.

The other side of the 'tax justice coin' is ensuring that tax revenues are used to benefit pro-poor development. We believe that sustainable development always needs an integrated approach. We therefore complement our campaigning efforts with capacity building of organisation and the empowerment of civilians to hold their governments accountable for their budgeting; budget monitoring. Our partner organisation PARCEM in Burundi, for example, implemented last year the Citizen Control of Public Action Program (CCPAP) and established local committees for citizens to hold public authorities. The organisation also established good relationships with government departments and as a result acquired access to some public finance documents. PARCEM translated the national budget into the national language Kirundi (citizen budget) and disseminated the draft law for the 2014 national budget to civil society organizations for discussion with the authorities of the Ministry of Finance before it was sent to Parliament for final adoption (see chapter 2.1.4).

Saving Lives and Building Resilience

Renowned scientific institutes – including the IPCC, NASA and the Smithsonian Institution – directly link climate change to the growing frequency of extreme weather events such as droughts, floods and super storms. An ambitious and binding climate treaty is supposed to emerge at the 2015 climate summit in Paris; we will keep urging this to happen. Because, as Oxfam's recent report 'Hot and Hungry; How to stop climate change derailing the fight against hunger' concludes; the world's poorest and most food insecure countries are generally the least prepared for and most susceptible to harmful climate change (see chapter 2.1.1).

Among extreme weather events of 2013 was typhoon Haiyan, which wreaked havoc in the Philippines: the disaster hit 11.3 million people; many hundreds of thousands were made homeless and thousands of people lost their lives. The SHO's² successful Giro 555 emergency appeal raised over €36 million from generous Dutch men and women and enabled Oxfam Novib to provide relief aid and to facilitate reconstruction, as you can read about (see chapter 2.1.3). Other impacts of climate change included hunger in already vulnerable regions, such as the Horn of Africa and the western Sahel countries.

In addition to humanitarian aid, the IMPACT alliance enables women and men to protect themselves against the risks of climate change. In Bangladesh, for example, char communities are extremely vulnerable to extreme climate events such as cyclones, floods, erosion and saline water intrusion, which again reduces agricultural production and employment opportunities and increased loss of assets and poverty. Our partner organisation Shariatpur Development Society (SDS) facilitated a process to form a union-level federation of new groups to

² Samenwerkende Hulporganisaties, the Dutch umbrella organisation for emergency appeals.

strengthened the char people's position and voice at different government levels to ensure services and resource allocation for their communities (see chapter 2.1.1).

Many countries not only faced huge food shortages, but also fresh eruptions of violence; like Mali, Somalia, DR Congo, the Central African Republic and Africa's youngest country, South Sudan. Although the continuing violence makes it impossible to reach all refugees, here too, we are providing humanitarian assistance.

The terrible civil war in Syria has raged for a third year. Indiscriminate violence, terror and even chemical weapons have killed at least 150,000 people and caused over 40% of the population to flee: 6.5 million have left for safer parts of the country, and 2.5 million refugees have sought shelter in overstretched neighbouring countries. As noted in chapter 2.2.3, Oxfam is providing relief aid to Syrian refugees in Lebanon, Jordan and in Syria itself; sadly, however, the relatively disappointing results of the Giro 555 appeal for Syria adds to the impression that this humanitarian crisis is engendering compassion fatigue. Along with others, we have repeatedly urged a political solution to this conflict, and collected over 100,000 signatures. Unfortunately, the complicated geo-political situation of UN Security Council members – exacerbated by the conflict between Russia and Ukraine – has led to a political stalemate.

At the same time, the IMPACT alliance wants to empower people to protect themselves against violent conflict, and to limit its damaging effects. Hereto we support partners in the areas of conflict transformation, protection of civilians, peace building and strengthening of women's leadership. In Afghanistan, for example, our partner organisation PTRO has provided training to women's groups to increase their knowledge of and involvement in the Afghanistan Peace and Reintegration Process. The "Building Afghan Peace Locally" project established peace committees and councils in 80 communities with 1,804 members in four provinces. The peace committees are now successfully recording local conflicts and solving them at the community level. Since their establishment the peace committees have solved more than 1,000 cases. In Zimbabwe, peace committees have also been formed – mostly headed by women – which act as watchdogs to monitor the prevalence of peace in communities, educate other community members on the need to promote peace, and report cases of violence to leadership such as chiefs and the police (see chapter 2.1.1)

The value of long term commitment, especially when it comes to an issue as volatile as conflict, was shown last year by the eventual success of our battle against the arms trade (see chapter 2.2.3). After a 10-year campaign we were delighted to see that 118 countries – including the United States – have now signed a treaty which should make it possible to better tackle the spread of arms in conflict zones. The uniqueness of the campaign which led to this success was emphasised in the Dutch parliament by the Foreign Affairs minister:

"To the best of my knowledge this is the first time in history that NGOs have played a leading part in an international treaty. In particular Pax, Amnesty International and Oxfam Novib have played a leading role. This is the kind of innovation in international policy that deserves imitation. We should put this forward as a textbook example of the way in which in future governmental and non-governmental organisations can collaborate on issues of global importance like this."

Claiming Space to Voice out and Act

We have witnessed a further decrease in space for civil society in many countries. The imposition of legal and bureaucratic constraints, intimidation, imprisonment and even assassination of civil society activists is of our greatest concern. In 2013, some states clamped down on the use of the internet, particularly social media, and other information and communication technology, to deter or prevent individuals from exercising their right to organise peaceful assemblies. Particularly for actors who challenge human rights abuses, the working environment has deteriorated over the past year. The clampdown of civil society space was reflected in the results of the IMPACT Alliance measurement on the Strength of Civil Society (see chapter 2.4).

The IMPACT alliance supports civil society actors who practice and promote democratic principles, and contribute to inclusive, pro-poor development. In South Sudan, for instance, we implement a project to strengthen civil society – from traditional leaders to the media, to development agencies and religious groups – so they can support the building of legitimate institutions that will benefit all South Sudanese. The project entails activities such as strengthening the operational and management skills of local organisation, community outreach and the delivery of access of vulnerable groups to quality social protection. Especially in the present violent South Sudanese context it is imperative to help citizens hold their leaders accountable and restore the rule of law (see chapter 1.2.4).

And against the backdrop of political change across the Middle East and North Africa region, Oxfam and partners are working to raise awareness of women's rights, and empowering and training women to take on leadership roles and raise their voices to promote change in their communities and beyond. This year 4,000 people in Morocco, Tunisia, the Occupied Palestinian Territories (OPT) and Yemen, of whom 80% are women, were

supported to understand and exercise their rights. In the OPT, 20 young men and women were for example trained as trainers on various subjects for women's rights and participation and already reached 500 people in their own trainings. Trained women leaders in Tunisia participated as keynote speakers in two conferences organised by our partner League of Tunisian Women Voters (LET) to advocate for equality in representation between women and men to be included in the elections law. So far, the latest draft of election law has improved in that it asks for a 30% quota in women's representation as heads of lists (see chapter 1.2.5).

There is also a clear need to strengthen civil society to make existing legislations a reality. This is for example the case in South East Asia, where all national governments have ratified the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). In most countries progressive laws are in place on gender equality and domestic violence. However, the prevalence of violence against women is still a serious issue. Our regional partners ARROW and IWRAW have been increasingly mobilising youth in particular to promote social mobilisation around women's right issues and support a new generation of rights activists. ARROW and IMPACT member Butterfly Works are now developing a joint programme on the use of social media to address sexual and reproductive health issues. IWRAW is training young women activists to develop their capacities through knowledge, analysis and skills building on CEDAW.

Engaging with the Private Sector

Private sector players have a big influence on the societies they operate in. International companies have growing scope to influence international development, and Small and Medium Enterprises (SMEs) are a key engine for creating employment and economic growth. The type of employment, products and services they provide and the way they operate determines who benefits from the growth created. We therefore engage with the private sector as our partners and donors, but we also function as a watchdog and constructively criticise where necessary.

In 2013 we launched the Behind the Brands campaign, which publicly assesses the ten largest global food and drinks companies on various aspects of their corporate social responsibility and mobilized hundreds of thousands of consumers. Successes have already been achieved by pushing these companies to improve their production methods, and creating a "race to the top" – Coca Cola and Nestlé are among the companies who have made solid commitments on issues including women's position in cocoa production and land-grabbing in sugar production (see chapter 2.2.1).

And along with the Ethical Tea Partnership, we launched an alliance to engage tea producers and retailers, governments and trade unions in improving wages, with a report showing that tea pickers in Malawi make only a dollar a day – half the level of the World Bank's poverty line.

The potential for consumer pressure to persuade companies to change their policies should not be underestimated. The Fair Bank Guide (Eerlijke Bankwijzer), which enables customers to hold banks responsible for the effects of their actions, was successfully launched in Brazil, and thanks to newly raised external funds we can replicate this tool for benchmarking bank groups in six other countries (see chapter 2.2.1). Inspired by the success of the Fair Bank Guide, in 2013 we launched the Fair Insurance Guide, together with Amnesty International, PAX, Friends of the Earth Netherlands, Dutch Labour Union FNV and the Dutch Society for the Protection of Animals (Eerlijke Verzekeringwijzer).

At country level a range of activities have been conducted, like substantial research on linking farmers to local, regional or international markets to getting into bilateral partnerships with companies (see chapter 2.2.1). In DRC, for example, a study on the market feasibility on coffee, palm oil and milk was conducted. With the Ministry of Foreign Affairs, Agriterro and Oxfam Novib partners a plan for a Public Private Partnership on the dairy/milk sector has been developed. And in Pakistan Oxfam and partners organised World Water Day with telecommunication provider Mobilink, enabling messaging on water management and hygiene to almost two million people in three days.

Another element of our private sector work is Microfinance. In 2013, Oxfam Novib was able to give over 260.000 people access to micro-credit or collective savings for investing in their own businesses. By the end of March 2014 the Oxfam Novib Fund had an amount of € 32.6 million in loans outstanding in 38 countries. The share of loans outstanding in Africa has grown from 25% in 2010, to 41% on 31 March 2014. In 2013, we also started to enable local entrepreneurs in developing countries to expand their businesses in a socially responsible manner through loans and investments.

Recognising the need for a comprehensive approach to private sector engagement, Oxfam Novib also decided in 2013, to formulate a new strategy for co-operating with, while trying to influence, the private sector. In addition, we co-ordinated all forms of interaction with the private sector in the new Business for Development department (see chapter 2.2.1).

Post 2015 Agenda

In the post-2015 debate we – together with many developing countries – have positioned ourselves with the message that inequality should be addressed with a specific standalone goal in the new framework, and that voice is being heard. Active engagement of the Executive Directors of Oxfam during the UNGA, along with the media and online media work during UNGA side events, our visibility and voice in the debate has increased among international players and also in particular with a number of African governments.

We have developed an influencing strategy that includes promoting core issues such as inequality, climate change and gender equality and a specific approach to gearing up for implementation of the future framework at national level.

In addition, we have effectively participated in the development of the position of The Netherlands on gender equality and specifically the elimination of violence against women. Gender equality is a top priority for NL in terms of the post-2015 agenda.

IMPACT Alliance collaboration: a platform for innovation

In 2013 members of the IMPACT alliance, led by Oxfam Novib, held a midterm review to assess progress on the results promised to the Dutch government for the five-year “MFSII” subsidy awarded by the Ministry of Foreign Affairs. The main conclusion of the midterm review with regard to successful collaboration of the IMPACT Alliance members was how it functioned as a platform for innovation, cooperation and scaling-up. We collaborate most successfully in sub-alliances or in specific projects which harness the complementary expertise of each member.

Fair Food International, SOMO and Oxfam Novib have collaborated on the GROW and Tax Justice campaigns. All alliance members also benefited from the expertise of the 1% Club on crowd-funding and digital mobilisation. For example, SOMO and the 1% Club worked together to create a crowd sourcing research platform. This is expected to broaden the financial base of SOMO and to allow the involvement of more stakeholders in the delivery of reports. The World Citizens Panel, an Oxfam Novib impact measurement tool, co-developed by Butterfly Works, was implemented in Somalia by Hirda to generate insight about Female Genital Mutilation (see chapter 2.1.5.) Cooperation on fundraising between Butterfly Works and Oxfam Novib has led to an EU approval for the Technical Vocational Education and Training (TVET) project, implemented with Oxfam Novib Pakistan. The project aims at educating 1600 women on crafts and product design and setting up a digital design school for disadvantaged youth to educate them in multimedia and entrepreneurial skills.

Looking beyond 2015 each partner has redefined its strategy and priorities and is looking for ways to increase and diversify income from donors and other sources, and where appropriate together or with help from IMPACT alliance members. (see chapter 3.9)

Oxfam’s internationalisation agenda

The Oxfam Confederation’s 17 affiliates agreed last year on a joint Strategic Plan for Oxfam International (OSP), covering the period 2013 to 2019. This plan, entitled The Power of People Against Poverty, steers all of Oxfam’s work around the world. It reflects our deep conviction that self-reliance is the ultimate answer to injustice and extreme poverty and contains choices that make it possible for us to stay action-ready and relevant as an international NGO in a quickly changing world.

In the last year, the confederation made a lot of headway with our ambitious change agenda. The decentralisation of our country programmes is complete. Through the Single Management Structure, in all countries where we work, different Oxfam affiliates have become integrated and now work on the basis of a joint strategy and from a single country office. This enhances the impact of our work, benefits co-operation with our local partners, and adds value in areas such as raising new funds from international donors.

Our ambitions demand that we continue to work on our own organisations. With the project Oxfam 2020 we want to enhance our efficiency and impact by merging functions among Oxfam affiliates and setting up more shared services centres. The savings in spending through this “One Oxfam” thinking will be used to further expand Oxfam. Our ambition is to create more north-south balance within Oxfam by adding eight new southern Oxfams to the Confederation in the coming years. These could be country offices that have become fully independent, southern organisations that want to join, or mergers of such an organisation and an existing Oxfam country office. We also aim to move Oxfam’s international secretariat to a southern location, adding to the legitimacy conferred by the arrival of Ugandan Winnie Byanyima as Oxfam International’s new executive director.

Financially a year with challenges

It is no surprise that five consecutive years of falling household income in the Netherlands has had an impact on Oxfam Novib's fundraising. Individual donors have told us that they had to cut back on their spending, and several companies which had been our ambassadors went bankrupt. Nonetheless, we are grateful for all the donations from individuals and businesses in the Netherlands in the past five quarters (a one-off, as we transition from beginning our financial year on 1 January to 1 April to align with other Oxfam affiliates) that led to raising over €33.7 million. However, if we compare the result for calendar year of 2013 with the previous year, 2012, we lost 6.6% of our community fundraising.

The increased costs of attracting new donors prompted us to pay more attention to strengthening the loyalty of our existing support base. We also expanded our network of company ambassadors by 15%. Four company ambassadors made a trip to Uganda to see how their contribution gave small-scale Ugandan entrepreneurs new opportunities.

This year we again received funds from one of our most loyal and biggest partners, the Dutch Postcode Lottery, which entered into a new five-year contract with us following a positive evaluation. On top of the main contribution of €13.5 million, as winner of the Transparency Award we received another €75,000. This money is made available by the Dutch Postcode Lottery.

Thanks to the efforts of our staff and partners we succeeded in raising the considerable amount of € 65,3 mln with our international fundraising. Our gratitude goes to donors such as the UN, Unicef, DFID, SIDA, ECHO, Comic Relief, Gates Foundation and the Ford Foundation. They recognise our innovative strength and knowledge of context, and appreciate the newly-integrated country offices and synergy among Oxfam affiliates.

We also received good news from the Dutch government, which approved proposals for projects on conflict transformation and strengthening tax revenues in developing countries.

SIDA is financing a large project over the coming five years: Oxfam Novib and its partners will be receiving a total of € 22.5 million to strengthen bio and seed diversity in multiple countries and regions. This will better enable small-scale farmers to adapt to climate change and escape dependence on corporate seed suppliers. This project contributes to important components of Oxfam's GROW campaign, and thus to greater food security for all.

To strengthen Oxfam's finances, Oxfam Novib has taken the responsibility, on behalf of the entire confederation, to set up a fundraising office in Sweden. The first donor campaign in Sweden was recently started, after extensive market research.

Oxfam Novib's "The Future Starts Now" project gives a boost to our programmatic development and capacity to attract external funding, by investing in the entire cycle from conceptualisation of programmes through operationalisation, implementation, monitoring, evaluation, learning and demonstrating our track-record. This is vital for our future, considering the Dutch government has decided to considerably cut back the budget earmarked for civil society organisations after 2015, and introduce a different subsidy framework which will focus on strategic partnerships aimed at lobby and advocacy.

Our inspiration

In our final words of this Directors Report, we wish to highlight a few special accomplishments;

We launched new initiatives to make our impact more visible to stakeholders. Financed by prize money from the Dutch Postcode Lottery for winning the Transparency Award, we have used the web interface Atlas to make available qualitative and quantitative information in line with the principles of Open Data and well-known International Aid Transparency Initiative (IATI) standards. In Part Two of this report you can see our commitment to accountability reflected in our use, for the first time, of Global Reporting Initiative (GRI) framework to report on our results. A digital results tool on the website also gives up-to-date insight into the latest results.

Jury chair Rinnooy Kan said last year when we received the Transparency Award's main prize for the best annual report in the Netherlands:

"Oxfam Novib has an online report that places centre stage the experience of four young reporters on a project visit. Short videos and texts give a good impression of the results and dilemmas in Oxfam Novib's work. In addition the annual report extensively describes the impact of programmes and activities."

We are also very happy with the Public-Private-Partnership Award received by our project Universal Access to Female Condoms (see chapter 2.1.5). This award is an initiative of the Ministry of Foreign Affairs, the National

Commission for International Co-operation and Sustainable Development and The Punchy Pack for successful partnerships involving the Dutch government. The project is increasing the availability and affordability of female condoms, which empower women to protect themselves against sexually transmitted diseases and unwanted pregnancies.

Oxfam Novib's 'Quality Educators for All' project (see chapter 2.1.2) was one of three winners of the The Unesco-Hamdan Bin Rashid Al Maktoum Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers. The project was nominated by Comic Relief, one of its donors, and the prize money was €90,000.

We are always proud when our projects and partners are recognised with awards. Our partner Aahung – which does important work in Pakistan to make available learning materials on sexuality, and break taboos around difficult issues such as sexual abuse, sexual rights in marriage and domestic violence – was awarded the Human Rights Tulip 2013 by Dutch Foreign Affairs minister Frans Timmermans.

As directors we are privileged to work with very motivated colleagues, who display unrelenting energy and commitment in uncertain times. We happily welcomed Hanzo van Beusekom in October 2013 as the new chair of Oxfam Novib's Board of Supervisors. Our special gratitude goes out to Joris Voorhoeve, for many years chair of our Board of Supervisors, for his huge commitment, loyalty and wisdom. His appointment as chair of Oxfam International obliged him to resign as our chair; while sad to lose him, we are also happy that his new role will continue his contribution to our mission: a just world without poverty.

The Hague, 2014

Farah Karimi, Executive Director

Theo Bouma, Director International Department

Tom van der Lee, Director Lobby & Campaigning

2 Programme

2.1 MDGs and priority themes³

2.1.1 Programme Right to a sustainable livelihood

Objectives

Increased control of natural resources and better production systems

- Increase of the control that people living in poverty have of the natural resources and means of existence on which they depend and recognition of their role as change agents in terms of the use and protection of such resources.
- To prevent people who live in poverty from being driven further into poverty as a consequence of current large-scale farming practices.
- A substantial rise in investments by governments in production systems and strategies from which vulnerable groups derive a large part of their income and food and in the protection of these groups when their income drops below a specific minimum.

Better access to financial services, markets and trade

- To increase the opportunities for people living in poverty to take active part in, and benefit from, trade systems and markets.
- To increase the resilience of people living in poverty in terms of the disadvantageous effects of the current financial and trade systems.

Introduction to MDGs 1 and 7

In recent years there has been a reappraisal of the role of small-scale farmers and their contribution to feeding the world. This has resulted in 2014 being designated as both the African Union Year of Agriculture and Food Security and the UN International Year of Family Farming. It is good to see the importance of small-scale farmers becoming more mainstream, both in the talk of institutions as IFAD and FAO and in the approach of some of the companies involved in international value chains bridging the global south and north. The IMPACT alliance gives small holder producers (fisher folk, pastoralists, small-scale farmers, aquaculture fishers, etc.) a central place in our work, both in the implementing parts of programmes and in extensive lobbying, from local stakeholder meetings to the boardrooms of international institutions and private companies (see 2.2.1.).

Nonetheless, the position of small-scale farmers in the least developed countries is still grim. Land concessions with companies under e.g. Economic Zone deals threaten their access to land (see 2.1.1.5., outcome indicator 10). International patents and aggressive marketing make it harder for them to maintain a cyclical system of breeding their own seeds. The voices of communities are seldom heard when it comes to the consequences of damming rivers, which are important resources for livelihoods of small holders. Looking into the households of small-scale farmers, as we do with our WEMAN programme, shows women are still experiencing gender inequality. They produce between 60 and 80 per cent of household food, but have more difficulties than men in gaining access to resources such as land, credit and productivity-enhancing inputs and services.⁴

Almost eleven years ago, all heads of state in the African Union promised in the Maputo Declaration to invest ten percent of the national budget in small holders, but this remains a dream in most of those countries. Sometimes we contribute, with our partners, to an increase in this budget (as with Angola), at other times our campaigns try but do not succeed in moving governments to put their money where their mouth is (as with Nigeria, which decreased its budget from the already low 1.7% in 2013 to 1.5%). The synthesis of an online debate⁵ hosted by Oxfam, and coordinated by Oxfam Novib, on the Future of Agriculture reads: 'every wealthy country in the world (Singapore accepted) at some point invested heavily in agriculture. Billions in public funds are still invested annually for research and development, innovation, price support and extension services. Large amounts of public investment and research are focused on maize, wheat, rice and sugarcane, while very little capital flows towards other crops or the investment priorities of small-scale farmers in the global South.'

³ The tables in the MDG's/themes section include target outputs as stated in the Activiteitenplan 2013 / 1e kwartaal 2014 that was sent to the Ministry of Foreign Affairs. They include the Southern level as well as global lobby and advocacy level outputs targeted. The realised outputs in the tables are for MDG as well as international lobby and advocacy. In the narrative an explanation is provided how both levels relate. In the International Lobby and Advocacy section an indication of the numbers specific to L&A is provided in the tables as well. The outcomes targets reflected are for 2015 and the results are for 2012.

⁴ <http://www.fao.org/sd/fsdirect/fbdirect/fsp001.htm>

⁵ <http://www.oxfam.org/sites/www.oxfam.org/files/dp-future-of-agriculture-synthesis-300713-en.pdf>

At the same time, climate change is becoming a reality. As put by our recent GROW campaign report, *Hot and Hungry: How to stop climate change derailing the fight against hunger*,⁶ 'it is the world's poorest and most food insecure countries that are generally the least prepared for and most susceptible to harmful climate change'. It is against this background that we work with women and men who are often neglected both by nature and by their own governments, to make them heard and give them their rights to a sustainable livelihood.

2.1.1.1 MDG 1: Private sector and agriculture

The following outcomes of the IMPACT alliance's *Programme Right to sustainable livelihood* have contributed to this MDG:

- Outcome 1 No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources
- Outcome 2 No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training
- Outcome 3 No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations
- Outcome 5 No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)
- Outcome 8 No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda
- Outcome 11 No. of policy changes regarding pro-poor markets and financial systems
- Outcome 13 No. of policy changes in internationally operating companies and international institutions on natural resources and biodiversity
- Outcome 14 No. of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking guide)
- Outcome 16 No. of cases (academic studies) on issues on struggle for land, water and food
- Outcome 17 No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes

2.1.1.1.1 The local/regional market has grown

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
11	# partner organisations that have sufficient knowledge and resources to effectively lobby their governments for pro-poor development.	26	11	123	21	29	2
	# lobbying trajectories for pro-poor development developed by the IMPACT alliance.	16	16				

Performance on outcome and output level

This outcome indicator is on the lobby and advocacy intervention strategy at the national level. It is part of Oxfam Novib's priority theme 'Fair markets and reliable financial services'. See 2.1.1.1.5 for more on this priority theme.

Oxfam Novib supports civil society organisations to lobby and campaign at the national and at lower administrative levels. Targets of such lobbying include governments and companies. In our theories of change we take into account what these duty bearers can contribute to the sustainable development of small holder producers. Our mix of intervention strategies depends, of course, on how able and willing those institutions are to cooperate with us and our partner organisations.

A good example of this can be found in our Angolan programme. Angola had the world's highest annual growth from 2001 to 2010, averaging 11.4 percent, mainly due to the extraction of oil and diamonds. In rural areas

⁶ See more at: <http://www.oxfam.org/en/grow/policy/hot-and-hungry#sthash.G6CWI3UN.dpuf>

though, still almost 60% of the population is considered poor. It is not an easy country in which to do lobby and advocacy work. We have noticed a decrease in freedom of expression in public spaces. Demonstrations have been prohibited or violently repressed, and there is increasing intimidation of journalists and activists, with some facing criminal charges. During our monitoring visit in November 2013, several partners expressed their concern about increased harassment by security forces. More positively, some partners indicated there is a growing openness in the public sector, especially on the local level, since the elections of September 2012.

Given this context, evidence-based lobby and advocacy is crucial in Angola to instigate sustainable change. For instance:

- This year the Angolan Government increased the budget for Agriculture to 5% of the public budget (in 2010 it was 1.97%). Our partner ADRA played a pivotal role in this. As part of our project Monitoring Public Policy on Food Security, ADRA conducted a study on food security in the 12 municipalities where it works. Among the conclusions are that more than half of the rural population have limited access to food and suffer hunger during parts of the year, and that the productivity of small scale-farmers is not sufficient to meet their needs. ADRA presented the results of the study at the beginning this year in a public event, and used them to lobby the public sector. As with all budget monitoring initiatives, this is just the start of a longer influencing process, which aims to affect the way a bigger part of the government's budget is being spend. We expect that ADRA will continue its lobby activities and will monitor and elaborate new policy proposals.
- ARDA offers a second example of how lobbying around financial instruments can contribute to the development of small holders in rural areas. In 2010 the government launched for the first time a credit programme for small-scale farmers, with a total amount of US\$350 million. Organised in groups, small-scale farmers can obtain seeds and equipment on credit. Partners however complained about numerous difficulties during the implementation of this programme: inputs were limited or arrived too late for the season, or were offered at exaggerated prices and sometimes corruption was evident. Banks involved in the programme did not have the structure, procedures and experience to handle credit for farmers. As part of the Monitoring Public Policy on Food Security project, ADRA conducted a study on this programme in 2013 which confirmed the shortcomings and formulated some recommendations: (a) the structure of the programme must be changed and become more transparent, to reduce the risk of fraud and corruption; (b) the credit programme should be linked to other programmes for small-scale farmers, the 'comercio rural' programme and the programme for local rural development; and (c) the commercial banks involved have to adapt their procedures and practices to the reality of the farmers, on issues such as availability and access. In May 2013 ADRA presented this report to the public. Shortly after the presentation, two banks approached ARDA to express their interest in discussion and potentially setting up a joint credit programme.

In other countries lobby results were reported in the qualitative monitoring regarding policy changes for more pro-poor markets or accessible financial systems. In Uganda, through the lobbying and advocacy efforts of partners such as ESAFF and PELUM, national budget funding for the agriculture sector went up from 4.0% to 5.7%. Though there are still challenges in the use of these funds, the increased funding is a sign that the sector is getting more attention.

Continaf's new policy and sourcing strategy of buying directly from small scale farmers in Nigeria has increased the income of cocoa farmers by cutting out middlemen. At the same time, the advocacy of NANTS has influenced Nigeria to refuse sign an Economic Partnership Agreement of the EU with ECOWAS that was not development oriented and would have had a very negative impact on small scale farmers.

ACORD, ADISCO, CAPAD and OAP are part of the group for agricultural advocacy in Burundi aiming to influence agricultural policy in the country. One of the results for this reporting period is the adoption of the national policy for subsidy of fertilizers, which drew some criticism from producers' organisations but decreased the price of fertilisers up to 40%.

In the last two years, this outcome indicator had decent results with 60 cumulative policy changes contributing to the overall, ambitious target of 123 policy changes. The quantitative monitoring includes only two policy changes (outcomes) for the year 2013, both realised in Uganda, but this doesn't reflect our actual achievements. Judging from the qualitative monitoring of at least Uganda, Nigeria, Burundi and Egypt, this outcome should at least be 8. For instance, the above-mentioned lobby trajectories and outcomes in Angola have not yet been inputted in our monitoring database. Last year's total is also in sharp contrast with the trend of the previous two years, when 20+ outcomes have been realized. A possible explanation is that country offices tend to input the more tangible results as beneficiaries and partners. We will take this on board in our feedback.

The number of partners working on this has also been lower than expected, although the number of lobby trajectories has met the target, mainly due to Nigeria, Uganda and Indonesia.

The case of the partnership of Oxfam Novib, FADU, Continaf and Ferrero Rocher shows that policy changes are necessary at both the government level as well as in the national and international private sector.

CASE: FADU, Continaf and Oxfam Novib: cocoa farmers meet company

The monitoring report 2012 explained how Oxfam Novib's partner organisation FADU (Farmers Development Union) worked with Triple Jump Advisory Services (TJAS) to increase its internal capacity to assist its member associations to provide rural finance services through microfinance. But lack of finance is often not the only constraint for small holders to create a sustainable livelihood.

FADU is also involved in a cutting edge programme where it mediates between members who are cocoa farmers and CONTINAF International, a Dutch cocoa trader, and Ferrero Rocher, the famous Italian chocolate producer. This programme is made possible with co-funding from IDH.

All parties realise they have a common challenge. Currently, the yields per hectare in Nigeria are far below full potential and the quality of the harvested beans is also low, due to poor fermentation and drying. The price that farmers get in the export market could be much higher if the quality of the beans were better. Cocoa farms are old, with trees that produce less and less cocoa, and farmers have problems accessing reliable inputs and credit.

Major chocolate companies now realise they need to invest far more in cocoa cultivation if they want to avoid a sharp fall in supply and quality over the coming decade. They need to put more money into training farmers, access to finance, promotion of new varieties and education and health in farming communities. Child labour also needs to be addressed. Certification of the cocoa according to the international sustainability standards (Fair Trade, UTZ, Rainforest Alliance, and Organic) is one way of addressing these constraints. Under these standards, farmers get holistic training in good agricultural, environmental and social practices. If they comply with the standard criteria, they can get an extra premium in the market. They also learn to run their cocoa farms as a business and are encouraged to keep better track of costs, farm activities, yields, prices and income. The cocoa companies know they will get better quality cocoa. For Oxfam Novib it made sense to broker this partnership, since the main aim of the programme is to support small-scale cocoa farmers in Osun and Ondo States in their efforts to improve cocoa production and increase income.

This project paved the way for Oxfam Novib to advocate, together with FADU, for all cocoa small farmers in Nigeria as it tries to break away from the heavy dependence on oil exports. The country has great agricultural potential but it has been seriously neglected over recent decades. The Nigerian government has launched a new long term strategy for the agricultural sector, of which the cocoa transformation agenda is key. Oxfam Novib is now a member of the Steering Committee of the Cocoa Corporation of Nigeria, and we expect this will create a sustainable institutional framework to drive policies and practices on price stabilisation for small scale farmers. Specifically, this institution could buy up produce from farmers during periods of low prices, thereby cushioning the impact of market price volatility.

After one year, the results of the programme are very promising. 4331 farmers have been trained and 4081 have been certified. They have received inputs from FADU and have started experiencing increase in yields. About 650 Metric Tons of cocoa beans were sold to Continaf International in 2013. CONTINAF has changed its sourcing strategy in Nigeria from a Lagos-based mainstream trader to moving up country and entering into direct trading relationships with small farmers. This has cut out the expense of middlemen and empowered small scale farmers with negotiating skills to increase their income. In general, the beneficiary farmers have expressed their satisfaction with the training received. For many, it was the first time they had received any training on good agricultural practices. They were also satisfied with the input distribution and availability of reliable pesticides. The challenge of low participation of women cocoa farmers in the programme has improved slightly, as the number of women participating in the training increased from 23.4% to 27.3% in 2013. There is hope of more participation in the third year as the project is planning to try gender-inclusive groups, using the Gender Action Learning System (GALS) methodology.

Thomas Faber, a VSO volunteer, has collected stories of farmers involved in the programme. They include Mrs. Raji, who started working on her father's cocoa farm when she was four years old, in 1965. Now she says 'there is nothing my children need that I cannot provide' – she paid for a cocoa farm for one of her sons, while three other children are in primary and secondary schools. She also bought some farms to give her income when she gets older, and has two permanent staff and fourteen casual workers working for her.

2.1.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	10	32	44	30	19	44
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	6	26				
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	4	5				
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	11	24				
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	1	10				

Performance on outcome and output level

Outcomes and outputs in this result area are entirely the result of international lobby and advocacy work and are therefore described in section 2.2.1.1.2, as has been done in the last two monitoring reports.

2.1.1.1.3 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
8	# global partner organisations active in fair markets and trade that have received support in order to strengthen their capacities in the field of lobbying, research and networking.	51	21	26	38	42	26
	# research reports about specific themes and business activities in developing countries.	18	53				
	# information products (user guides, briefing papers, toolkits, websites, etc.).	22	1901				
	# training courses and/or seminars about socially responsible entrepreneurship.	3	9				

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	22	22	68	79	119	31
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	6	2				
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	453	32				

Performance on outcome and output level

Outcomes and outputs in this result area are entirely the result of international lobby and advocacy work and are therefore described in section 2.2.1.1.3, as has been done in the last two monitoring reports.

2.1.1.1.4 Agriculture has developed and food security has increased

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
1	# partners that are supported in order to carry out projects focusing on land, water and food	113	89	3,053,000 women and men	2,825,678	1,179,410	1,483,099
3	# partners that have been supported in the implementation of projects on climate change and adaptation (their cases have been documented so that they can be used for knowledge exchange).	38	8	876,000 women and men	61,706	159,099	49,921
4	# partner organisations active in land, water and food, which are given support in order to strengthen their capacities in the field of lobbying, networking, research and accountability.	86	84	129 partners	47	69	82
	# local producers organisations that have received support to strengthen their lobbying and networking capacity	37	146				
16	# local partner organisations working on land, water and food that, in association with knowledge institutes, are involved in knowledge trajectories which focus on themes that are of importance to their activities.	14	17	53 cases	7	11	17

Performance on outcome and output level

Outcome indicators 1, 4, and 16 are part of the Oxfam Novib priority theme Struggle for Land, Water and Food, and describe different interventions within this theme. Under outcome 1, we have with 89 partners reached 1,483,099 beneficiaries in 2013. We consider this to be a good result.

The IMPACT alliance prioritises the agricultural development of small holders. Despite rapid urbanisation, the majority of poor people still live in rural areas and they depend for their livelihoods on agricultural systems. Within the 'Right to sustainable livelihood' programme our 'Struggle for Land, Water and Food' theme is mostly dedicated to the development of agriculture at national level. In 2013 our results on the four types of intervention strategies – direct poverty alleviation, civil society building, national lobby and advocacy and knowledge and innovation management; respectively, outcome indicators 1, 4, 10 and 16 – on average were higher than planned for this theme. Please see also under 2.1.5.1. MDG 3 for lobby indicator 10 relating to this theme, where our land work in 15 countries is described.

Outputs and outcomes on indicator 3 were lower than planned. This outcome indicator was originally part of the priority theme 'Climate change and adaptation', which has been dropped as an independent priority theme due to budget cuts; for more information on this, see 2.1.1.2., MDG 7a. In practice this means that a large number of the outcome indicator 3 overlaps with outcome indicator 1, 'women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources'. Although this makes it more difficult to indicate how much of our efforts are related to fighting the devastating effects of climate change, it reflects the reality on the ground for the participants: small holders face many challenges, and a change in weather patterns is one of them. In our programming, we approach resilience by balancing on the one hand creating opportunities for small holders to step up and increase their income, and on the other hand mitigating their risks and vulnerabilities

In our assessments of our target group, small holder producers, we use the model of five assets for rural livelihoods: financial, human, social, natural and physical. Small holders often lack social capital, and building it through for instance local producer organisations makes it possible for them to enter markets under more favourable conditions or increase their bargaining power. Since our partners invest a lot in this, for instance FACHIG in Zimbabwe, we have a separate indicator for it, output indicator 4B. One of the lessons we have learnt in different programmes, and from other affiliates, is that creating these kinds of producer groups has mutual benefits. For instance, in Oxfam Novib's WEMAN programme and Oxfam America's Savings for Change programme, the groups have proved starting platforms for more technical interventions. Their social cohesion not only makes it easier to organise the trainings for these interventions, but also ensures that the participants are more motivated to make the most of the technical assistance. A concrete example is a household in Arua District, Uganda, that received training in the Gender Action Learning System (GALS) of WEMAN by partner CEFORD. As an output of this training, the household came up with a vision of overcoming the hurdles of gender inequalities; wife and husband are now working together, which made them a suitable beneficiary for another Oxfam Novib partner, Send A Cow Uganda (SACU), who gave them a cow, training and follow-up visits. The number of 146 local organisations is certainly an underestimation. The PanAfrican Programme partner ESAFF has already more than 3,355 member organisations under their 13 national associations. Another partner ACORD works with 630 CSOs or other types of beneficiary organisations. They are supported via tools and some directly via trainings. Since this support goes very often in a more indirect way, we have chosen not to add this number to the grand total.

The lobby and advocacy successes are something to be proud of (see also outcome indicator 10 in 2.1.5.1. MDG 3, intervention strategy lobby and advocacy at national level). In often very difficult circumstances, our partners lobby for better land registration, land rights for small holder producers, inheritance laws and increased national annual budgets for agricultural development. We also have our own lobby and successes on this topic: see chapter 2.2.1.1. of the International Lobby and Advocacy section in this report.

In 2013 an external evaluation was conducted of our priority theme Struggle for Land, Water and Food. The most important lessons and follow up can be found in chapter 3.8.

CASE: From Z to ABC: the Zimbabwe Agricultural Biodiversity and Entrepreneurship Consortium (ZABC)

The foundation of the ZABC shows how a global knowledge programme can lead to difference in field work; how Dutch organisations such as HIVOS and Oxfam Novib can convene and broker national civil society cooperation; and how, in development work with poor people in rural areas, one cannot ignore the opportunities of maximising the use of ecological knowledge.

The Zimbabwe Agricultural Biodiversity and Entrepreneurship Consortium Trust (ZABC) was established by five Zimbabwean NGOs after they attended a meeting in Thailand organised by the knowledge programme on agro-biodiversity by Oxfam Novib and HIVOS (see Monitoring Report 2012). The organisations which constitute ZABC

are Community Technology Development Organization (CTDO), Dabane Trust, Farmers Association of Community Self-Help Investment Group (FACHIG), Ruzivo Trust (RT) and the Zimbabwe Organic Producers and Promoters Association (ZOPPA) Trust. Members of the ZABC are inspired by the need to support small holder farmers in their role as custodians of livestock and agricultural biodiversity and to recognize, appreciate and promote farmers' self determination. Members have started to use each other's expertise and services in their own programmes.

Resource-poor communities depend on biodiversity for their daily needs and income, and a food safety net in times of hardship when staple crops fail. When there is a broad genetic base, farmers can breed and develop useful traits such as drought tolerance, processing quality or resistance to pests and diseases. On a higher level, the availability of biodiversity gives agriculture research continuous access to fresh genetic inputs.

The importance of biodiversity to broad range of ecosystems, and therefore livelihoods, cannot be over-emphasised. There is a need to address biodiversity loss, and conserve and multiply what is left. Supportive policies are required to enable the conservation and use of agriculture biodiversity, while promoting more production and access to markets for agriculture biodiversity products. The members of the ZABC will together have a strengthened voice to advocate for such policies nationally and internationally. Biodiversity conservation needs to be put in the hands of the small holder farmers – they will jealously guard it because of their livelihoods depend on it.

2.1.1.1.5 The financial sector has grown

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
2	# micro financing organisations that have received support in order to increase access to financial services for people living in poverty.	23	22	597.000 women and men	387,482	376,957	260,038
	# new social brands that have been developed by small producers and artists in developing countries.	15	7				
5	# partner organisations in the financial service sector that have received support in order to be able to operate financially independently, to design pro-poor financial services and products, and to better adapt their financial services to women.	26	25	30 partners	29	17	28
17	# local partner organisations working in financial services which, in association with knowledge institutes, are involved in knowledge programmes that focus on themes that are of importance to their activities.	8	2	6 cases	4	81	2
	# information products (user guides, briefing papers, toolkits, websites, etc.).	107	0				

Performance on outcome and output level

The IMPACT alliance helped 260,038 women and men in rural areas with access to financial services, such as credit and savings, or marketing. The overall targets on outcome level for 2015 have already been met.

Outcome indicator 2 has a broad definition: 'Number of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.' The numbers not only indicate people who have received a loan, but also people who have been trained in marketing training or a value chain approach. Also under this indicator are beneficiaries who have been organised and assisted through self-help groups or savings and loans associations. An example of this self-help approach can

be found in Somalia, where 1,350 households were mobilised in Somaliland to establish self-help groups. The members of these groups were trained on a community-managed micro financing model using a self-help approach. This intervention helped the vulnerable beneficiaries to improve access to finance and enabled them to invest in income-generating activities to meet family basic needs, reducing their vulnerability to shocks. As the intervention targeted women, it has elevated their status in communities: men were proud of the women's contribution to family income and supportive of their activities. Importantly, the savings and credit scheme contributed to an increase in women's standing within the household and in their self-esteem.

Outcome indicator 5 is about the capacity building of partner organisations in the financial sector, providing financial services to our target groups. In recent years, as a result of our emphasis on the development of holistic, multi-intervention programmes, this kind of partner organisation is less often part of these programmes. An example can be found in Egypt, where contracts with two networks of micro financial institutions (Sanabel and EMFN) will not be renewed since they are not a good fit with the way the program is currently developing. Egypt also shows how hard it sometimes is to link the capacity building of these kinds of partner organisations with our Oxfam Novib Fund. Oxfam Novib and the fund manager, Triple Jump, have tried to find ways to include existing partners into the loan portfolio of the Oxfam Novib Fund but the costs and legal bottlenecks for both Triple Jump and local partners would outweigh the benefits. There is more on the Oxfam Novib Fund below.

In the previous two years it was mainly FairFood International which contributed a large number of information products on outcome indicator 17. Due to a shift in strategy, FairFood reports this year under outcome 16, so the outcomes are significantly lower – but the overall target at outcome level has already been met. One example of a study executed to support our lobby message comes from the West Africa region, on the ECOWAS free movement protocols. Outcomes were shared with stakeholders including the press, public agents, local leaders and MPs to influence the head of states meeting in October in Dakar.

Oxfam Novib and rural finance

Oxfam Novib believes that lack of finance is one of the obstacles small holders in rural areas face in developing sustainably. From the five types of potential assets a small holder can have (natural, physical, human, social and financial), financial assets have the most flexibility and help households to be more resilient to external shocks. To build and strengthen Micro Finance Institutions (MFIs), Oxfam Novib has offered grants, loans and guarantees: grants assist starting MFIs to mature, while loans and guarantees help the maturing MFIs to become financially and operationally sustainable.

During 2013, a discussion emerged in the Netherlands around tax schemes of MFIs after a One World article about tax avoidance in microfinance. Oxfam Novib stands against MFIs that are dodging taxes and has taken this position within the National Platform on Microfinance (NPM). We contributed to a sector-wide position paper, coordinated by NPM, to analyse this issue and give recommendations for Dutch organisations to the minister.

As a way to benchmark, strategise and evolve a truly programmatic approach to rural finance, Oxfam Novib is evaluating its thematic priority theme "fair markets and financial services". MFIs in general are gaining in strength, and this evaluation will look in more depth into the need for rural finance per country and the best ways to make it available and accessible for our target groups, small holders in rural areas.

Support with grants is done directly by Oxfam Novib and through Triple Jump Advisory Services to increase the capacity of MFIs. The Oxfam Novib Fund is still one of the few funds in the world that work with MFIs in their early stages of development and expansion in the most difficult parts of the world.

The Oxfam Novib Fund for micro credit

As of March 2014, the Oxfam Novib Fund, managed by Triple Jump, had € 33 million in loans and guarantees outstanding in 38 countries. It works with 65 MFIs. Often, Oxfam Novib supports MFIs with their first loans, removing the currency risk for them and their clients by giving loans in their local currency. More than 60% of our portfolio consists of loans in local currency, 31 % in US dollars and 7% in euros. The 65 MFIs reach out to 84,084 beneficiaries, of whom 66% are women and 53% live in rural areas.

As indicated in our monitoring report of 2011, one of the challenges is to bring the portfolio of the Oxfam Novib Fund more in line with Oxfam Novib's focus countries. In 2013, 51% of loans for new partner MFIs was invested in these countries, up from 27% in 2011. Oxfam Novib is gradually shifting its portfolio towards the new focus countries while scaling down its Latin American portfolio. There is a steady increase in loans outstanding in Africa, the share increasing from 25% in 2010 to 29% in 2011 and 32% in 2012 to 42% by March 2014. The share of loans and guarantees in Asia is 9% as of March 2014.

To strengthen the Oxfam Novib Fund, Planet Rating was commissioned to conduct a social performance review of the Fund's MFIs. The results were presented in a report, which can be shared with the Ministry on request,

showing both positive and negative observations. This report can be shared with the Dutch Ministry if wanted, As a follow up, Oxfam Novib organised two webinars with Triple Jump investment officers on gender mainstreaming and a face-to-face meeting at which 16 colleagues representing 12 countries shared their lessons and programme ideas.

The ASN-Novib Microcredit Fund is managed by ASN Bank, nurtured with funds from private investors. Oxfam Novib has a very small share in this and an advisory role.

Measuring the impact of financial services on livelihoods

Oxfam Novib and Triple Jump joined forces in 2013 to develop a robust but affordable and scalable method to measure the social impact of financial services to micro and small entrepreneurs. The approach has been tested with two MFIs in Africa – Attadamoune in Morocco and VisionFund in Ghana. Both are part of the Oxfam Novib Fund. Oxfam Novib designed a cost-efficient pilot – with methodological support from Wageningen University – to measure impact by comparing the perception of change of a sample of clients with a control group. Propensity score matching was used to ensure comparability of the client group with the control group.

In both cases, encouraging evidence was found that the services of these financial intermediaries have had a positive impact on a number of livelihood indicators. For example, more clients have perceived an increase in income and savings, compared to the control group, which was composed of future clients. Other areas included in the assessment are living standards, access to food, education and health social participation, and education and health, where mixed impact was shown.

This approach puts the end client at the forefront, and may help impact investors and financial institutions to improve investment strategies and sustain claims of social impact with evidence at reasonable cost. Based on the results, financial intermediaries can define and implement follow-up actions to improve their products, or the intermediaries can start a more qualitative analysis to get a more in-depth understanding of the findings.

CASE: Business ambassadors

In 2013 we asked four of our business ambassadors, members of a network of companies which regularly make donations to Oxfam Novib, to visit some of our partners and their projects in Uganda. We wanted to give them a better understanding of how Oxfam Novib works and of the many dimensions involved in reducing poverty. The experience convinced them to apply peer pressure to persuade others in the Dutch private sector to join our network of ambassadors. As it is always best to have someone from outside the organisation talk about the relevance of our work, these are excerpts from a blog maintained by Ruud, one of the four visiting ambassadors:

“Today our group split up. Dick and I visited partner organisation Cream, where we met four people with ambitions to grow their enterprises. We were impressed by the strength and determination of these entrepreneurs – they have big dreams, and are determined to realise them. Together we brainstormed about their challenges and ambitions, and the steps they can take to realise their dreams. Their biggest problem is access to funding for their investment needs. You shouldn't be thinking of big things here. One person wants to expand her business by buying a knitting and embroidery machine. Another person wants to buy a machine for making ventilation holes in bricks. Someone else wants to buy a fridge for serving cooled beverages in her restaurant. And the last person wants to buy ten hectares of land and a truck. What they have in common is their need for capital, and their search for space in the town centre for storing and selling their wares. Our role is mainly to make them aware of the possibilities. Setting themselves apart is not something that comes naturally, as most want to copy another successful enterprise. They are all convinced of the quality of their project, and the competitiveness of their prices. So far we have met 90 entrepreneurs in Uganda who all claim the same.”

“In general we can say that this was a week we will never forget. We are impressed by the solidarity, positivity and strengths of the people. Oxfam Novib's projects really provide, in a sustainable manner, a better life for the poorest people in this country. We are proud that our presence has opened doors that would otherwise have stayed closed to these people. Through workshops we can also make a concrete contribution to the entrepreneurs' visions for expanding their businesses, not based on our Dutch vision but based on the situation and ambitions of the entrepreneurs themselves. Many things that may appear banal to us were eye-openers for them. The continuation and realisation of their plans will be supported by Oxfam Novib's local partner organisations. We are convinced that business ambassadorship is more than worthwhile. This was a nice conclusion to a fabulous week!”

See www.maand.nl/maan-in-uganda/ for all the blogs and a short video.

2.1.1.2 MDG 7a: Safeguards for a sustainable living environment

The following outcomes of the Programme Right to sustainable livelihood have contributed to this MDG:

- Outcome 6 No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda
- Outcome 7 No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations and movements around land, water and food
- Outcome 12 No. cases that reveal the contribution to functioning of pro-poor adaptation plans

2.1.1.2.1 Better adaptation to climate change by the poor, and deceleration of biodiversity loss

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
6	# partner organisations that have sufficient knowledge to determine the impact of climate change in areas in which they are active, and whose capacities have been strengthened so that they can use them for lobbying purposes.	18	58	23	28	19	23
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	15	31	29	21	67	16
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	2	24				
12	# partner organisations that have sufficient resources and knowledge to lobby effectively in the field of climate change and adaptation.	11	7	12	2	5	0

Performance on outcome and output level

In 2011 we reported that due to extra budget cuts on the MFSII budget at the end of 2010, we merged climate change with the priority theme "Struggle for land, water and food"; the international lobby and advocacy on this topic is described in 2.2.1.2. The results on these outcome indicators come from both national and international interventions by Oxfam Novib. The three indicators represent three different intervention strategies: 3 on direct poverty alleviation (see 2.1.1.1.4 for results); 6 on civil society building; and 12 on lobby and advocacy.

Outcome and outputs on indicator 6 are higher than planned, this is mainly due to the results of Bangladesh. We had only results on outcome indicator 12 at the output level.

CASE: Building resilience of disaster-vulnerable communities in Bangladesh

Chars are the small islands in the river delta of Bangladesh. The char communities in Bangladesh are extremely vulnerable to extreme climate events such as cyclones, floods, erosion and saline water intrusion, which has reduced agricultural production and employment opportunities and increased loss of assets and poverty. The Capacity Building of Ultra Poor (CUP) project built the capacity of poor farmers on climate-adaptive agriculture technologies to increase production, diversify income options and raise awareness on disaster risk reduction and climate change. This mix of interventions helps the ultra poor to build their resilience and food security.

The project worked with 40 women's groups and reached 1200 female beneficiaries from 1200 ultra poor households in four unions (the lowest tier of local government). Partner organisation Shariatpur Development Society (SDS) facilitated a process to form a union-level federation of new groups and those from previous phases. This strengthened the char people's position and voice at different government levels for ensuring

services and resource allocation for their communities. A number of activities were undertaken with the participant groups in 2013 to improve adaptive capacity and income diversification.

To improve the project's sustainability, SDS created links between the char communities and government service providers. Several government officials visited the project areas. These links empowered the inhabitants to visit government offices of agriculture, livestock, health and local government to claim their right to services and safety net programmes. The partner expects that this will gradually create pro-poor service delivery provision.

The capacity of ultra-poor farmers on climate-adaptive agricultural technologies has improved; the income options of 696 ultra poor families have been diversified and increased; and the awareness and capacity of disaster-vulnerable char communities has increased on disaster risk reduction and climate change.

Conclusion for MDGs 1 and 7

The IMPACT alliance takes pride especially in its results on MDG 1, with an integrated approach to the effects of climate change, achieved in partnership with more than 100 partner organisations in 22 countries. In this chapter, the focus has been on direct poverty alleviation interventions: we estimate that through our partners we have reached almost 1.5 million small holder producers in 2013 and the first quarter of 2014 with trainings on sustainable production techniques, and we have reached more than 250,000 people with access to financial services or trainings in value chains. Added to that is the outreach of our loan portfolio of 84,000 people. The next chapter covers our international advocacy and lobbying. It is our belief that truly sustainable development will not happen only with capacity building of partners and training of target groups. It also requires removing gender inequalities, within the households as well as in laws and regulations, and persuading governments and companies to do their bit as duty bearers.

2.1.2 Programme Right to basic social services

Objectives

Access to high quality education for more girls and boys

- In 2015, more boys and in particular more girls and mothers will have access to good education, so that they will be able to fully participate in economic and social life, and to stand up for their rights.
- Access to sexual and reproductive healthcare for more people
- In 2015 more women, girls and boys will have control of their sexual and reproductive health, they will have improved access to information and services, and they will therefore be better able to protect themselves against HIV, STDs, AIDS, sexual violence, unwanted pregnancies and maternal mortality.

2.1.2.1 MDG 2: Education

The following outcomes of the IMPACT alliance's Programme Right to basic social services have contributed to this MDG:

- Outcome 19 No. of women and men (girls and boys) that benefitted from access to quality education where possible in cooperation with national authorities
- Outcome 21 No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)
- Outcome 23 No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this policy at country level
- Outcome 26 No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education, especially for girls
- Outcome 55 No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level

Introduction

Basic social services – such as education and sexual reproductive health – are essential for building better societies. These services equip young people with the skills they need to take control of their lives and become engaged and active citizens in their communities. Yet even as we make progress towards universal primary education, the quality of that education remains a serious issue in many countries – around the world, there are 130 million kids in school who fail to learn basic reading, writing and maths. A third of the women aged 15 to 24 in sub-Saharan Africa can neither read nor write. Young women also suffer disproportionately from lack of quality services on sexual and reproductive health. With the risk of HIV infections, sexually transmitted diseases and sexual violence among youth, women still have a very limited say over their lives and sexual health.

We work with local, national and international to improve access to and quality of education and of sexual and reproductive health services and information, in ways that are context-specific and encourage gender empowerment. This includes lobbying wealthier countries to fund these activities through development aid.

Many of the projects we are involved in deal with marginalised groups, conflict-affected countries, and sensitive topics. We believe in encouraging innovative approaches and involving young people, communities, and schools in projects that affect them.

2.1.2.1.1 Greater participation in formal and non-formal primary education

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
19	# partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.	23	35	706,000	464,428	388,075	215,591
	# partner organisations in more stable countries that have implemented projects providing educational services to girls, boys and young women.	18	17				
	# partner organisations in both fragile states and more stable countries that have implemented innovative educational projects aimed at quality improvement.	8	24				
	# pilot projects in further education, in particular for girls that have been implemented.	12	7				

Performance on outcome and output level

To date the IMPACT alliance has surpassed its target of providing education services for girls, boys, women and men. However, the numbers per year in outcomes are progressively decreasing, as seen in the outcomes for 2013. This reflects the ongoing shift from service delivery towards improving the quality of education through empowering civil society, parents and young people to demand their rights to quality education. The number of pilot projects remains high and reflects the IMPACT alliance's work with governments to push the boundaries on what can work to achieve education for all.

This shift to lobby and advocacy towards government with regard to providing quality education can be seen in later figures, with increased budget monitoring work and achieved changes in laws. The ongoing work on ensuring quality education is very connected to working in collaboration with government, for example with the Quality Educators project (case below) and the Great Idea project in Afghanistan, in which the government is one of the partners. The Great Idea project – a collaboration of Oxfam Novib, Butterfly Works, the Afghanistan organisation Coordination of Humanitarian Assistance (CHA), Saba Media Organization (SMO) and the Afghanistan Ministry of Education – uses SD cards, projectors and mobile phones to broadcast lessons by master teachers to rural schools. The results of the first stage of the pilot project show an increase in student learning outcomes and girls finishing school and going on to higher education. In June 2013 one of the teachers of the project explained to evaluators: "In the past I sometimes did not even attend my own class. Through the Great Idea I am inspired to teach – I am very satisfied with the master teacher for my subject."

In Uganda the projects surpassed their target numbers for the year (Uganda had targeted 6,000 students reached and achieved over 36,000) with the success of the Quality Educators project (see case study below). Uganda also strengthened home learning centres for pre-school children, which helped increase parental involvement in education and equipped teachers with skills and materials for local language learning, computers, camera and internet. Oxfam Novib partners LABE and FAWE also lobbied the Uganda Ministry of Education to adopt and scale up the educational innovations they have developed. Unexpected outcomes of the education programme in Uganda included parent classes being transformed into village saving schemes, managed by parents; parent educators formerly trained by LABE have sought employment from other organisations or been co-opted as teachers for lower classes; and at least five established home learning centres have been transformed into community schools, managed by parents.

Hirda has completed their school administration system in Somalia, and made it easier to use in 2013 with handbooks for training and research about how the software can improve the quality of education systems and the management of schools. Education networks in Somalia have started using the system, with the support of computers and other materials.

In 2013 there were also many good examples of learning from experience around implementing quality education projects. For example, in Somalia we previously reported a backlash to girl education programmes, with boys throwing stones at girls on their way to school; as a result, Oxfam Novib partners focused on an awareness raising campaign on the importance of girls' education. The campaign involved fathers and sons and has galvanized support to keep the girls in school and enrol those still at home. The provision of scholarships to girls from poor families, advocacy on the importance of girls' education, and training of female teachers is finally starting to change the detrimental cultural view of women as inferior. The advocacy has helped men to see the importance of taking their daughters to school and the contribution women make in societies. In the past, projects on teacher training of women in Somalia had terrible results, with women not being hired due to cultural barriers. As a result, 2013 saw Mudug Female Teachers Association (formed as a result of the work done by Oxfam Novib partner *Galkayo Education Center for Peace and Development*) advocating for hiring female teachers and for their pay and incentives, to provide role models to girls and show the importance of education.

CASE: Quality Educators for All

Through the Quality Educators for All project (Quality ED), Oxfam Novib and Education International (an umbrella body of unionised education workers) joined forces to contribute to quality public education by assisting public authorities in meeting their responsibility to equip schools with well-trained educators, through the use of various methodologies for teacher training and development.

The project engages teacher unions, governments and civil society in jointly developing consensus-based competence profiles for teachers. These competence profiles are used to improve teacher training, with the aim of achieving systematic quality improvements in both formal and non-formal education sectors. Currently the project is running in Mali and Uganda with plans to start in Niger in Bangladesh at the end of 2014.

In Mali, where the project is funded by Comic Relief, there has been specific attention to qualifying female teachers, ensuring 20% involvement of women in recruitment for training compared to an overall rate of 10% of female teachers in rural areas. The aim of qualifying community teachers is firstly to have an impact on students' results, and secondly to have them accepted in the public education system, with decent working conditions and a salary. To date Mali has trained 3,570 teachers, 1,253 of them women, in 2,607 schools.

In Uganda the Quality ED project benefited 36,031 teachers, parents, and students, the majority women and girls. Mr. Ogwal Simon, the head teacher of Amolator primary school in Northern Uganda, underwent training as part of Quality ED and testifies that the skills he developed have helped improve performance and enhance community support. He also describes some of the strategies to ensure that girls remain in school, and that in the past three years the school's engagement of the community on gender responsiveness issues has led to a change from having more boys on the register to currently having 768 girls and 674 boys. Mr. Simon shares the following story:

"We don't just give up on girls who drop out, we follow them up at home and talk to both the girl and parents or guardians to try and get her back in school. For example, there is a girl called Aloyo Brenda who disappeared from school in the second term of 2013 with the excuse that her parents could not afford contributing for food. We talked to Brenda and her parents and allowed her to resume school even without the food contribution. Brenda was restored back at school and scored aggregate 17 in the Primary Leaving Examinations."

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	0	0	3	3	0	0

N.B. Outcome 55 involves International Advocacy and Campaign work so it appears both in the MDG and in the international lobby and advocacy chapter.

In 2012 Oxfam Novib decided to focus primarily on the GROW campaign and not on the quality education campaign in the Netherlands. More on this outcome in chapter 2.2.2.

2.1.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Output 2013/ Q12014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	13	19	24	12	8	9
	# Southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	10	9				
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	4	13				
26	# partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions.	14	1	29	5	7	2
	# instruments (e.g. for measuring behavioural change in educational programmes) that have been developed jointly by local partners, research institutes and the IMPACT alliance.	7	0				
	# partners, research institutes and staff of IMPACT alliance that are participating in five knowledge exchange programmes about measuring and demonstrating the effects of educational programmes on behavioural change.	13	0				

Performance on outcome and output level

For KPI 23, where southern partners have lobbied their governments we have surpassed our targets to reach our goals for 2015. In 2013 the IMPACT alliance saw some significant changes in policies by government due to partner organisations' lobby and campaigning actions. In Palestine, for example (see case study below), Oxfam Novib's partners were successful in the government passing three different policies.

Oxfam Novib and its partners played a key role in Bangladesh's drafting of the Education Act 2013 and the consultation process that preceded it. The Ministry of Education worked closely with Oxfam Novib partner CAMPE to conduct consultative meetings in rural and urban areas. In the end, the Ministry of Primary and Mass Education revised the sexual reproductive health components of the curriculum as part of the 2013 Act. Also in Bangladesh partner organisation AOC and Oxfam Novib contributed to changes adopted by the Ministry of Primary and Mass Education and the Ministry of Education to change the Primary Teacher Training Institutes teacher training curriculum and practices, which now incorporate AOC's recommendations on gender sensitivity and recommendations for yearly quality performance reports, including report submission to parliament and public dissemination.

In Niger, the first lady accepted to be the patron of Oxfam Novib-funded Education Campaign "2015 c'est demain, agir pour l'éducation" (2015, it is tomorrow, act for education), and a protocol was signed with the Association of Municipalities of Niger (AMN) and the National Youth Council. The campaign contributed to a rise in the budget allocated to education and brought together all stakeholders in education – NGOs, associations and unions – within the same consultative framework.

In regards to KPI 26, which speaks to the IMPACT alliance's learning agenda on education, the quantitative numbers show that we are behind our targets; however, when looking at the qualitative data, learning has continued and been an integral part of the programmes. Specifically the study commissioned by Oxfam Novib and carried out by the University of Sussex on youth as active citizenship around education and sexual and reproductive health was finalised. It consisted of a desk study and in 2013 the development of case studies in Pakistan, Palestine and Senegal. The study has already been used to help shape current projects such as My Rights My Voice and to develop further projects working with youth.

Although there were no new tools and training in 2013 around measuring behaviour change, research was conducted through interviews with different Oxfam Novib partner organisations on their use of tools to measure behaviour change in their programmes. A short report was written on what has worked and what has not, and recommended follow up research was identified. Use of these tools has also been more integrated into the design of projects that Oxfam Novib is developing with partners.

In 2013 Butterfly Works published some papers around their methodology of co-creation, which has been used to develop more inclusive projects with beneficiaries.

CASE: Teachers' Creativity Centre

The Teachers' Creativity Center (TCC) in Palestine has contributed to putting education on the agenda of public discussions and discourse, particularly through encouraging community involvement in discussing the decisions taken by the Ministry of Education, such as changing the secondary education system. TCC has influenced the Ministry's view on its remedial programme through the successful implementation of remedial classes.

Agreement was also obtained from the Ministry of Education in December 2013 on mainstreaming the Project Citizen Methodology, which included civic education, in all public schools of the West Bank.

TCC became a member of the National Committee on Reviewing the Secondary National Examinations System in 2013. TCC's organising of discussion panels and public hearings in all districts helped MoEHE engage the community in discussing new suggestions for the secondary system. The dialogue and process that continued for almost a year were documented by TCC in a publication that is expected to be issued in 2014.

TCC's Project Citizen began in 2005 as an effort to integrate values of citizenship into the core curriculum of Palestinian public schools. The project involves educating students about their responsibilities as citizens, training them as advocates, and encouraging them to conduct 'social audits' of particular problems facing their communities. It integrates six core pedagogical approaches: conceptual, moral, case study, critical, problem-centred, and action-oriented. Now that the project has been integrated into the core curriculum, TCC is working to ensure that the critical and investigative elements of Project Citizen remain strong and its activities are not reduced to exercises in mere memorisation, as is often the norm in the Palestinian school system.

As part of the 2013 Global Campaign for Education's focus on teachers' rights, TCC and the Palestinian Coalition for Education supported the General Union of Palestinian Teachers in its efforts to secure better salaries, more training and better evaluation mechanisms through an integrated campaign of media spots, publications, roundtables, and mosque sermons. After only a few months, an agreement was signed with the MoE in May 2013. Partial implementation of the agreement started in September 2013 by amending the policies of teachers' evaluation and grading.

2.1.2.1.3 Greater involvement, participation and influence through representation of parents, pupils and teachers

Outcome IMPACT alliance	Output	Target Output 2013/ Q12014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
21	# southern partner organisations active in education that have participated in capacity-building programmes in countries in order to promote the transparency of, and public participation in, the planning, implementation, monitoring and evaluation of their educational activities (link to the Right to social and political participation programme).	24	13	49	20	38	21
	# southern partner organisations active in education that have implemented projects to promote the transparency of and public participation in the planning, implementation, (budget) monitoring and evaluation of educational policy. Link to Right to social and political participation programme.	15	5				
	# southern partner organisations active in education that have been trained in participative budget planning and monitoring.	6	9				

Performance on outcome and output level

The IMPACT alliance feels that enabling and empowering parents, teachers and students is a key strategy to hold governments accountable to provide quality education for all. Evidence has also shown that increased involvement of parents and teachers can potentially improve the overall quality of education. The IMPACT alliance has successfully strengthened involvement of parents, teachers and students in education interventions in 2013. Butterfly Works, for example, use co-creation methods of designing programmes in which parents, teachers, students, government officials and civil society work together to design a project. This methodology was used in Afghanistan and DRC.

In 2013 several global trainings in English and French were conducted for partners and communities around budget monitoring, and used to keep governments accountable on their education budgets. Specifically, in Bangladesh, 2013 saw an increase in training of civil society organisations and citizens in monitoring the budget of the Ministry of Education. Participants in the training were taught not only how to monitor budgets on essential services but also how to engage with governments and other duty bearers. Parents in 90 communities engaged with, lobbied and spoke to their local education departments on recruitment, extension and/or transfer of teachers as a result of what they had learned. Additionally, cases of inadequate teaching and student teacher ratios became the subject of national lobbying.

The My Rights My Voice (MRMV) programme, funded by SIDA in Mali, Niger, Tanzania, Georgia, Afghanistan, Pakistan, Nepal and Vietnam, empowers young people to advocate to improve education and sexual and reproductive health services. MRMV worked in 2013 to engaging with youth through the development of Youth Advisory Boards to (YABs) to provide feedback into the project's governing structures. In Mali the YAB organised a campaign around the presidential elections in July 2013 together with Oxfam and partners. After analysing the presidential candidates' social programmes, around 200 youth activists lobbied candidates to persuade them to include the views and concerns of young people, especially with regard to education and sexual and reproductive health. These activities gained extensive media attention, and the elected president is from one of the three parties who met with young people involved MRMV. The other two candidates who signed the manifesto are now the Prime Minister and, the only female, the Deputy of the National Assembly. In 2014, youth activists will monitor their commitment to the pledges.

CASE: Youth Leadership Development Foundation

The Youth Leadership Development Foundation (YLDF) is a non-governmental non-profit organisation, located in Sana'a, the capital of Yemen, working on civic education and political and social participation of youth. YLDF was founded to support especially underprivileged and female youth in voicing their opinions and needs and participating in Yemen's development. Youth are a wide base in Yemen's demographic pyramid, yet they play a small role in decision making processes and make only a minor contribution to the economy. YLDF's mission is to increase young men's and women's participation in the development of their communities through high standards of quality education; participatory and action-oriented training; and capacity building of youth NGOs and initiatives in all Yemeni governorates, in response to development and labour market needs. Oxfam Novib supports YLDF's projects "Youth Political Leadership Program" and "Camera as voice", which focus on the promotion of youth political participation and the empowerment of youth to raise awareness on gender based violence and girl's education by developing documentaries and using new and traditional media.

30 youth from Aden, Taiz and Hudaida were trained and are now able to voice their ideas using technology and organise to influence decision makers.

2.1.2.2 MDG 4, 5 and 6: Health

The following outcomes of the IMPACT alliance's Programme Right to basic social services have contributed to this MDG:

- Outcome 20 No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)
- Outcome 22 No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes
- Outcome 24 No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level
- Outcome 25 No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.
- Outcome 27 No. of cases showing that the effectiveness of programmes has increased due to learning trajectories and knowledge exchange on mainstreaming HIV

2.1.2.2.1 Better availability of preventive measures, treatment and/or care

Outcome IMPACT alliance	Output	Target Output 2013/ Q12014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying, campaigns and budget monitoring for SRHR.	8	1	11	9	3	0
25	# Dutch citizens that have been mobilised by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.	0	0	16	2	1	0
	# lobbying activities and products aimed at persuading decision-makers and opinion leaders in the Netherlands and other donor countries to invest more money more effectively in SRHR and HIV.	1	0				

Performance on outcome and output level

The IMPACT alliance has advocated for more availability of preventive measures to ensure young women and men have access to quality health services. This result strongly connects to work done in the programme on gender justice. For KPI 24 the IMPACT alliance had already met its targets for 2015, and even though in 2013

there was no direct capacity building for sexual and reproductive health partners, partners working on this issue were part of budget monitoring training measured in other indicators (such as KPI 21).

As explained in the previous section on education, Oxfam Novib in 2012 decided to focus on the GROW Campaign, which has resulted in the numbers of Dutch citizens reached under KPI 25 being zero. KPI 25 will need to be reviewed as it will not be met by 2015.

Several partner organisations of the IMPACT alliance had successful campaigns to ensure broader access to and quality of sexual reproductive health services. One example is in Uganda with the Oxfam Novib partner Health Action Group (HAG) lobbying to increase health worker salaries (see case below). In Bangladesh, as mentioned earlier, successful campaigning by partner organisation CAMPE resulted in the uptake of sexual and reproductive health education within the national curriculum.

The Universal Access to Female Condoms (UAFC) programme has three overall objectives: (1) to ensure available and affordable condoms; (2) to create increased demand for and sustained use of female condoms; and (3) to ensure financial and political support from global and local policy makers, donors and implementing organisations. In November 2013 UAFC was awarded the public private partnership award, to celebrate successful partnerships between the Dutch government, private sector and non governmental organisations. In 2013 the first functionality study – in which new female condom designs are tested, to assist manufacturers getting their dossiers ready for pre-qualification by the World Health Organisation – was rounded off with a final report, and a second study started.

In 2013 the programme was active in Cameroon, Mozambique and Nigeria. In Cameroon, the 'Association Camerounnaise pour le Marketing Social' (ACMS) introduced a new pricing strategy to get the consumer price for female condoms aligned to that of male condoms. This had an immediate impact: ACMS sold 1.3 million female condoms in 2013, more than the 800,000 planned. In Mozambique a new consortium was established under the leadership of Oxfam Novib partner Forum Mulher. Together with Pathfinder, they distributed and created awareness about female condoms in the public sector in selected areas in Mozambique. A film developed by Pathfinder won the 'Female condoms are... competition' which UAFC co-organised. In Nigeria the UNFPA made a large in-kind contribution of 4 million condoms to the UAFC lead partner Society for Family Health (SFH). This is a major success, as this cooperation is important for the sustainability of the programme. Within the third objective of the programme, UAFC was invited to join different working and technical groups to influence global initiatives such as the Family Planning 2020 working group on market dynamics and the Advocacy Working Group of the UN Commission of Life Saving Commodities (UNCoLSC).

CASE: Health Action Group

Together with other civil society organisations, Oxfam Novib's Health Action Group (HAG) successfully lobbied the government to increase salaries of health workers in Uganda.

In the financial year 2012-13, the health budget reflected a 30% increment in the salaries of health workers, an issue which had not initially been considered. This enabled the government to commit 49.5 billion Uganda shillings to recruit more health workers, especially midwives, and enhance salaries for doctors at sub-district levels. Doctors' salaries rose from 1.2 million UG shillings to 2.5 million UG shillings. HAG also supported 12 health facilities in target communities to integrate maternal sexual and reproductive health, which saw antenatal visits increase by 53% compared to 2011. 802 people were tested for HIV, counselled and given results, 237 pregnant women received information on prevention of mother-to-child transmission, 512 women accessed birth control information or services and 202 children were immunised. Health workers took services to hard-to-reach areas, increasing the number of people, especially women, able to access specialised services.

As a result of HAG's advocacy and accountability work, during community dialogues community representatives confidently participated in reviewing and giving feedback on the status of health service delivery in their localities and demanding better conditions. The capacity was built of teachers and parents to handle young people's sexual and reproductive health concerns. Sessions on the female condom with parliamentarians created an avenue for the female condom to be discussed in HIV-related debates in parliament.

On the whole, HAG has registered considerable success in the area of advocacy and has markedly improved its working relationship with decision makers at sub-county, district and national levels.

2.1.2.2.2 Increased take-up of public and private health care

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
20	# partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.	28	13	697.000	1.009.292	1,065,165	518,906

Performance on outcome and output level

The IMPACT alliance has been very successful in 2011 and 2012 in reaching over 1 million women and men to increase their access to public and private health care. Although still high, the numbers are substantially lower than in 2012 due to the phasing out of the SRH programme in Nigeria.

In Uganda Oxfam Novib partner CEFORD undertook advocacy in 36 primary schools and 12 sub-counties to promote quality education. This including setting up Volunteer Education Monitoring Teams (VEMT) to monitor education processes in selected schools, and advocating for increased enrolment, retention, completion, good performance and SRHR and HIV/AIDS programming. Voluntary Counselling and Testing (VCT) outreaches on HIV/AIDS were conducted in 36 schools in partnership with Arua Hospital HIV/AIDS Program and health centres in other districts. A total of 2,459 pupils and parents (1,346 females) accessed outreach programmes for HIV/AIDS, reproductive health and other STIs. Focal teachers conducted SRHR sessions in the clubs and supervised pupils in the debating and art and craft clubs and discussions in the children's parliament.

In Palestine, Oxfam partner PMRS has increasingly involved men in sexual and reproductive health rights issues. The number of men participating in follow-up visits with their wives during pregnancy has doubled since the project and all of the men attended the deliveries. But serious obstacles still must be overcome, as most clinics do not offer appropriate infrastructure to guarantee privacy of women in labour. Men were also increasingly involved in sexual and reproductive health education sessions, but this success is still marginal. PMRS is exploring how to systematise this approach and further work on addressing cultural and social taboos. One strategy will be to further involve men in the Health Coalitions, which are currently mainly composed of women.

In Bangladesh the SRH programme known as Doel is implemented by civil society organisations including BRAC, HASAB, FPAB, Campe, and BNPS in six districts targeting 45,000 students in grade 6 to 10, and 300,000 out-of-school youth. The programme also works to increase awareness with parents. It mobilised and trained 15 journalists and 50 political leaders, addressing the issue of Muslim teaching, and established a mobile phone hotline for young people. A major lesson learned from this programme is that there are many initiatives around sexual and reproductive health and education in Bangladesh by both government and NGOs, so there needs to be better coordination to make Oxfam Novib work more effectively.

CASE: My Rights, My Voice

In Niger, the majority of young people are struggling to express themselves and to speak in public, especially when it comes to claiming their rights. The *My Rights My Voice* (MRMV) campaign (an initiative of Oxfam and Butterfly Works) aims to train young people, particularly girls and young women, on communication skills, self-expression and advocacy.

Through the "I also have my word to say" initiative, MRMV facilitated mobilisation of youth and their parents which allowed youth – especially girls – the opportunity to express themselves in public despite some cultural constraints, and convey through artistic performances messages about their rights to education and sexual and reproductive health. Youth were also mobilised to speak out by artists' messages in the form of rap, slam, sketch, etc. One example of a girl breaking her silence is 15 year old Fati Salou from Djaladjo village, who exclaimed: "This is the first time for us in the village of Djaladjo to see with our own eyes Kaidan Gaskia Jhonel [artist] and talk to them with a microphone in hand. Today, thanks to my role model Safia [member of the group of artists], I feel liberated and I am comfortable to express my point of view. I learned how to stand before an audience and how to push my ideas forward. Be sure that I will share this beautiful experience with other girls of my age who have not been able to come to this event and also are reluctant to speak before the public."

2.1.2.2.3 Improved knowledge of and/or behaviour patterns with regard to HIV/AIDS and reproductive health issues among young people

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
27	# knowledge trajectories that have been organised in the field of HIV/AIDS mainstreaming	3	6	11	7	4	3
	# local and international partners that have the resources and capacity to document their experiences and to publicise them (inter)nationally.	1	8				

Performance on outcome and output level

In 2013 the IMPACT alliance supported key partners in a number of countries, sometimes working with knowledge institutes, to be able to better involve youth, PLWH and/or women in their programmes. Involvement of these groups is key to ensure SHRH programmes are sensitive to their needs and thus more effective. Participation of these groups also reduces the stigma faced particularly by PLWH, empowers groups that face exclusion, and strengthens the downward accountability of NGOs.

2.1.2.2.4 Greater equality in healthcare access for men and women

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
22	# organisations of people living with HIV that are (also) supported by the IMPACT alliance.	4	29	22	23	21	40
	# partner organisations that are active in SRHR and that receive support or training in order to strengthen their capacities in terms of transparency and participative planning, monitoring and evaluation.	11	41				

Performance on outcome and output level

In 2013 the IMPACT alliance supported key partners in a number of countries, sometimes working with knowledge institutes, to be able to better involve youth, PLWH and/or women in their programmes. Involvement of these groups is key to ensure SHRH programmes are sensitive to their needs and thus more effective. Participation of these groups also reduces the stigma faced particularly by PLWH, empowers groups that face exclusion, and strengthens the downward accountability of NGOs. The push to better involve youth has been analysed in several studies by the MRMV project including a specific study by the University of Sussex (mentioned above) as well as a mid-term review and gender review of the MRMV programme at the start of 2014. All of these studies are influencing other projects working with youth on SRH.

Mozambique contributed the most to KPI 22 because of partner organisation RENSIDA, a national network organisation that trained 15 local organisations to strengthen their SRH work.

Conclusion on Programme Right to basic social services

In conclusion, the IMPACT alliance's programme on essential services has been evolving to move away from service delivery work and towards empowering young people, communities and civil society to hold their governments responsible for these essential services.

In regards to numbers, the IMPACT alliance has already surpassed most of its targets for 2015. In 2014 Oxfam Novib has launched a campaign on inequality, which does link to the importance of education and health, though the focus of the campaign in the Netherlands will instead be on tax avoidance. Secondly, KPI 26 on the learning

agenda on education will not be met in quantitative terms, but qualitative data shows that the alliance regards learning as a key strategy in its development and is conducting several studies, training for partners and staff and joint learning events between countries.

2.1.3 Programme Right to life and security

Objectives

Greater role for women in conflict transformation:

- To increase the capacity of local communities to play an active role in preventing and solving conflicts.
- To increase the role of women in solving local conflicts and in broader peace processes.
- To increase the accountability of local organisations and the IMPACT alliance to the target group, donors and the general public.

Improved resilience and better protection of the local population in crisis situations:

- Considerably more women, men and children in vulnerable communities are resilient and prepared for crises and disasters.
- Local organisations are better prepared so that they can offer timely, adequate aid in collaboration with local governments where possible.
- Citizens in conflict zones and crisis areas can make their voice heard, so that they can hold their governments accountable for their protection and the quality of the aid offered to them.

The IMPACT alliance also contributes to people in disaster areas receiving humanitarian aid according to international standards.

Introduction

More than 1.5 billion people live in countries affected by fragility and conflict. Poverty rates in these countries average 54%, in contrast to 22% for low-income countries as a whole. Violent conflicts threaten the lives and livelihoods of millions every day, while natural disasters such as droughts, floods and earthquakes are especially devastating in areas of chronic poverty.

In many countries conflicts are the main barrier to development. Oxfam Novib wants to prevent conflicts, mitigate their impact on people's lives by protecting civilians, and help to solve them – in particular by ensuring that women have a role to play in peace processes. Also we want to contribute to people in developing countries being better prepared for crises and disasters.

Our work on the right to life and security therefore focuses on a greater role for women in conflict transformation and improved resilience and better protection of the local population in crisis situations.

On all these issues, we work on direct poverty alleviation, civil society strengthening, knowledge and innovation management as well as advocacy and campaigning as part of the Oxfam confederation to pressure governments and international organisations to fulfil their responsibilities.

2.1.3.1 MDG 3: Gender

The following outcome of the IMPACT alliance's Programme Right to life and security has contributed to this MDG:

Outcome 30 No. of partner organisations working in fragile states that are better able to programme conflict sensitively and promote women's leadership in conflict-affected areas (conforming to UN resolution 1325)

2.1.3.1.1 Women, peace and security

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
30	# partners in fragile states that have received support in order to strengthen their capacities in terms of conflict sensitivity.	35	16	52	16	102	14
	# partners in fragile states that have received support in order to strengthen their capacities in terms of female leadership in conflict areas.	20	2				

Performance on outcome and output level

Oxfam Novib is working to strengthen the capacities of partners in the area of conflict sensitivity and female leadership. The result of 16 partners having received support to strengthen their capacities in conflict sensitivity is much lower than the planned output of 35, due mostly to capacity constraints and the fact that colleagues do not know how to provide support to partners in this area. In the last year staff have followed training on “Do No Harm” and conflict sensitivity, via either webinars or face to face meetings. A number of staff members followed an intensive two-week training specifically on this. As a result, it is expected that next year the figure will have increased. Also, a number of externally-funded programmes which include specific trainings on conflict sensitivity will be implemented in the financial year 2014/2015.

In 2013/2014 a great number of countries and regions completed an intensive conflict analysis process, including Burundi, DRC, Rwanda, the Great Lakes region, Somalia, South Sudan, Zimbabwe, Afghanistan, Pakistan, Myanmar and OPT. The exercise produced a systemic analysis of factors and actors driving conflict in each of the countries. All conflict analysis processes were done together with partners, and were an important element of the capacity building trajectory in conflict analysis, conflict sensitivity and conflict transformation for partner organisations and staff. In a number of countries the conflict analysis has been followed up with specific conflict sensitivity workshops, where country teams focused more directly on their programmes and explored in depth how and where conflict-sensitivity was most crucial, and where, linking back to the conflict analysis, the country programme could have a transformative impact on some of the drivers of conflict. Also, a number of “Do No Harm” workshops were organised in 2013, aiming at increasing staff and partner organisations’ capacity on programming in conflict.

In Myanmar, a workshop was organised with partners on peace building and conflict transformation, focusing on challenges to women in peace building processes. A key outcome of the workshop was the formation of the Women’s Initiatives Network for Peace (WIN-PEACE), which is composed of more than 30 women’s movements and networks from different regions. WIN-PEACE aims to promote and engage in collaborative actions among women in the country to assert gender rights-based perspectives and participation at various levels of engagement in the country’s peace building and peace processes.

In 2013 Oxfam Novib again proudly co-organised, with the Grotius Institute for International Law of the University of Leiden, the fourth training on Women, Peace and Security (WPS) as part of the Leiden Summerschool programme. The training was coordinated with other organisations such as the Ministry of Foreign Affairs and the Women’s Initiative for Gender Justice. The objective of the course is twofold: to increase participant’s theoretical knowledge, and to share experiences and build new networks, thus enhancing the WPS agenda. The training addressed the opportunities brought by the WPS resolutions to lobby for inclusive peace processes and security, and also the challenges women face in practice. It included classes on conflict, human rights frameworks and sharing strategies such as lobby and advocacy. Participants are women and men from all over the world, including partner organisations, NGOs and activists and staff of international organisations.

Oxfam Novib has developed together with partner organisations a special project on addressing gender inequality in conflict and in peace processes, particularly through facing the obstacles for women’s inclusion and participation and strengthening women’s voices, using the international Women Peace and Security agenda and framework. We are currently actively fundraising for this programme, specifically for South Sudan, Somalia and Zimbabwe. Within Oxfam Novib’s Knowledge and Programme Management department, capacity has been recruited to specifically strengthen and further develop the women, peace and security agenda of Oxfam Novib, and we are active in many of the National Action Plan (NAP) working groups.

As part of the Oxfam Novib-led Rights in Crisis campaign in Somalia, research was commissioned in 2013 to increase knowledge on how locally-led peace building delivers justice for women. The research paper, to be published in 2014, is designed to inform policy and decision makers in the USA, UK, EU, African Union and Somali authorities on the best way to pursue peace and reconciliation processes. It will also influence think tanks working on Somalia, such as Chatham House and the Rift Valley Institute.

Also in Somalia, Oxfam Novib is working together with Somali Peace Line to implement a women, peace and security project in three regions in South Central Somalia. We are working with three women’s CBOs and three regional women’s organisations connected to the federal government with the aim of promoting peace. 240 women have been trained in vocational skills, and 128 peace committees – the majority of whose members are female- were formed. They are involved in facilitating peace building activities at the community level despite facing numerous challenges in their context.

In Afghanistan, Oxfam Novib has led the implementation of the one-year pilot project Bayan, which established a dedicated, indigenous social media platform in Afghanistan. The purpose was to engage Afghan youth, particularly young Afghan men, on issues around women’s rights and participation using mobile phones and

digital media. The theory of change behind the project was that in a country where 69% of the population are under the age of 25, it is the under 25s that represent the biggest potential force for social change. The project focused on university students, or “educated youth”, believing that these are the people most likely to hold positions of power in the future. As well as piloting this new text message-based platform, the project worked with existing media such as radio and TV and also online platforms such as Facebook and Twitter. This variety of engagement possibilities was used to check which ones worked best in technical terms, and to verify the popularity of the different types of technology in Afghanistan. Promoting women’s participation in peace processes, politics and leadership is the main focus of Bayan, and their role is discussed via radio and TV messages as well as public events. Bayan held many public events focusing on women in peace and leadership, women and elections, and elimination of violence against women. Most of the interaction on the SMS platform and Bayan social media pages were focused on protection of women rights and women’s role in society, peace and development.

In Zimbabwe, the role of women in peace building was discussed during community workshops. Before the 2013 elections women tended to shy away from meetings as these were generally deemed risky. The situation improved significantly after the elections as women dominated participation in the workshops, which demonstrated women’s commitment to development processes in general and peace initiatives in particular.

2.1.3.2 Theme: Fragile states

The following outcomes of the IMPACT alliance’s Programme Right to life and security have contributed to this MDG:

- Outcome 28 No. of women and men (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states
- Outcome 29 No. of women and men (women in particular) more able to protect themselves against disasters
- Outcome 31 No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods
- Outcome 32 No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and have improved accountability towards the local people
- Outcome 33 No. of partner organisations that can show through cases to be able to express the voice of civilians in conflict areas in the international debate about conflicts and the quality of the (inter)national assistance.
- Outcome 34 No. of policy changes by national government and/or the international community that contribute to a better protection of civilians (especially women in conflict situations and use of Resolution 1325)
- Outcome 35 No. of cases that show that the capacities of partner organisations in fragile states on conflict transformation and protection of civilians are strengthened through exchange of knowledge with knowledge institutes.
- Outcome 36 No. of cases revealing that the capacities of partner organisations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes

2.1.3.2.1 A safer society for all citizens especially women

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
28	# partners in fragile states that have implemented projects concerning conflict transformation.	24	17	484,000	421,092	676,719	11,681
	# partners in fragile states that have implemented projects concerning the protection of citizens and/or peace building.	19	21				
	# partners in fragile states that have implemented projects that contribute to the identification of female leadership, active participation and women’s influencing role in peace processes.	12	12				

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
34	# partners in fragile states that have received substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigns and research, about its obligations to guarantee peace, security, protection and access to humanitarian aid to its citizens.	17	13	21	14	17	36
	# partners in fragile states which, in association with the IMPACT alliance, have undertaken lobbying activities and campaigns in order to hold governments to account about their obligations to guarantee protection and access to humanitarian aid to its citizens, and to fulfil their obligations under UN Resolution 1325.	13	9				
	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	6	2				
	# national governments that have been held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy.	4	38				
35	# partners in fragile states that have exchanged knowledge about conflict transformation and the protection of citizens with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).	12	3	12	3	9	5
33	# partners in fragile states active in conflict transformation that have received support from Oxfam Novib to improve their capacities in terms of lobbying, research and networking.	21	23	27	17	20	22
	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	1	22				
	# southern partner organisations that have received content specific support from Oxfam Novib in terms of lobbying, campaigning and (new) media in order to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	3	11				
	# innovative methods developed by the IMPACT alliance and used to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	0	4				

Performance on outcome and output level

The IMPACT alliance is working to enable more women and men to protect themselves against violent conflict, and to limit its damaging effects, by supporting partners working in the areas of conflict transformation, protection of civilians, peace building and strengthening of women's leadership. Whilst a number of partners have been carrying out conflict-related work for many years, conflict transformation as a theme is relatively new for the IMPACT alliance. In 2013, 17 organisations carried out work in the area of conflict transformation, 21 organisations carried out projects in the area of protection of civilians and peace building, and 12 strengthened women's leadership (for additional results in the area of women's leadership please refer to section 2.1.3.1.1 on women, peace and security). Those outputs are more or less in line with the planning, although the results of this work have been underreported: only 11,681 people have been reached, which seems a strange figure.

Building on the work done in 2012 – including the development of the policy paper on conflict transformation, describing what conflict transformation programming means for Oxfam Novib and the conflict analysis workshop for all staff working on conflict transformation – further capacity strengthening activities were implemented. As mentioned in the previous section, a great number of countries have implemented a joint conflict analysis for their respective country over the past year. In December 2013 colleagues took the next steps to further develop their conflict transformation strategies with a joint workshop using the Reflecting on Peace Practices Matrix, a tool that maps and links activities and outcomes of a project. The progress of the country programme staff participating in the workshop varied, and the workshop gave a boost to developing and strengthening the theory of change and strategies of existing and new programmes.

In 2013 a start was made on the implementation of the DGIS-supported Post Conflict Reconstruction programmes in Afghanistan/Pakistan, South Sudan and the Great Lakes. A central Conflict Transformation Advisor and central MEL Advisor were recruited. In the first quarter of 2014 it was decided that the conflict transformation advisor position for the reconstruction tender should be decentralised, and recruitment for conflict transformation advisors at country/regional level is currently being finalised. Additional capacity has been recruited in The Hague to strengthen quality conflict transformation programmes and conflict sensitivity within the organisation.

The following paragraphs provide snapshots which give an overview of some of the country specific work carried out in 2013.

In Afghanistan, partner organisation PTRO has provided training to women's groups in the community to increase their knowledge of and involvement in the Afghanistan Peace and Reintegration Process. The "Building Afghan Peace Locally" project established conflict resolution mechanisms (peace committees and councils) in 80 communities with 1,804 members in four provinces and equipped community groups with passion, knowledge, and skills of arbitration, mediation and the arts of conflict transformation. The peace committees are now successfully recording local conflicts and solving them at the community level. Since their establishment the peace committees have solved more than 1,000 cases in the target area. The conflict mediation role of peace committees has been recognised by district and provincial authorities and sometimes cases that cannot be solved by the district and provincial authorities are referred to peace committees for mediation and resolution.

In Myanmar, partner organisations learned via the Institute for International Development about lessons and experiences from Mindanao, Philippines and Timor Leste conflict transformation processes. Two networks also emerged as a result of Oxfam Novib's investment in capacity building of partners: Karen Community-based Peace Support Network and Women's Initiatives Network for Peace.

In OPT, partner organisations work on legal activism, including legal aid and advice, filing petitions on behalf of civilians challenging the policies and practices of occupation and creating accountability for violations of international humanitarian and human rights laws; and national and international advocacy based on real time developments in hotspots.

In Zimbabwe, peace committees have been formed – mostly headed by women – which act as watchdogs to monitor the prevalence of peace in communities, educate other community members on the need to promote peace, and report cases of violence to leadership such as chiefs and the police. Women have received leadership trainings.

In Pakistan, the "Peace, My Right" campaign has made important contributions towards the promotion of peace, tolerance and the concept of co-existence. Particularly impact has been achieved in the area of joint celebrations of religious festivals. These celebrations have helped in incorporating a mindset of togetherness and peaceful coexistence among members of various faiths.

In addition to supporting the work of partners and implementing programmes jointly with partners, Oxfam Novib also engaged in significant lobby and advocacy work through the Oxfam Rights in Crisis Campaign. The paragraph below provides a snapshot of results at the country level. Results from the regional and global levels are stated in section 2.3.3, International Lobby and Advocacy.

In Afghanistan, Oxfam Novib has successfully been able to keep women, in particular women police, on the agenda of the international community and also in the Dutch political context. Oxfam Novib has achieved that the political debate on inclusion is not solely a numbers game of how many women have been trained, but should also reflect sustainable structural changes for women in the police. The mention of Oxfam's report on Women in the Police in parliamentary debate and in letters to the government show that Oxfam Novib is considered a relevant voice in the public discourse. We also testified in the parliamentary hearing on the evaluation of the Dutch police training missions, which was reflected in the Dutch media.

In January 2014 Oxfam Novib co-authored a briefing paper on the UNAMA (United Nations Assistance Mission in Afghanistan) mandate renewal. Ensuing lobby activities were conducted in Kabul, Australia and New York. The paper impacted the shape of the new mandate, with much language being adopted and some important asks being included such as the references to women's participation in elections, the peace process and security forces; strengthening the Afghan Independent Human Rights Council; ensuring UNAMA's continued funding; access to justice for women and girls; the need for the Joint Coordination and Monitoring Board to convene more often; the need for an effective strategy to recruit, retain and build capacities of women in the police; and UNAMA's continued support for women police associations.

In Mali, despite our effort to urge the government of the Netherlands to invest in the protection of civilians, we failed in our push for the Dutch to have an important role in this. The Dutch troops are focusing on intelligence gathering, despite the Protection of Civilians mandate of MINUSMA.

Oxfam Novib is an active member of the Dutch DRC Platform, via which we have given input to the Ministry of Foreign Affairs on the necessary involvement of CSOs in the peace process. We have successfully pleaded for the Ministry to reserve time for a dialogue between CSOs and members of the International Contact Group. We have jointly with others developed a proposal to structure the dialogue between CSOs in DRC and Mary Robinson's office. We will continue to monitor progress in the coming year.

CASE: Syrian civil society engagement in peace talks

Conflict has been raging in Syria for over three years. Oxfam Novib has been engaging with Syrian civil society groups as part of the overall response to the Syria crisis. Since the early days of the war, civil society has played a vital role in responding to the situation, from providing humanitarian relief to those desperately in need, to local conflict mediation. Moreover, they have created a resource base for peace in Syria, using every available space to promote access to aid, broker local peace deals, protect lives and build networks of support to strengthen the resilience of ordinary civilians. It is vital for the success of the peace process on Syria that civil society organisations, including women's groups, participate in a meaningful way in the process.

Oxfam Novib, together with other women's and civil society organisations, has been engaging with Syrian civil society groups to better understand the situation from their perspective, their needs, and how best they can be supported. This led in early 2014 to a working paper setting out five steps for Syrian women's effective participation in peace process. The paper was developed together with Syrian women's groups and international women's organisations and was used as a basis for lobbying.

The assessment of the Syrian women's efforts to participate in peace negotiations as well as the support that has been provided to them in the process, and lessons learned have resulted in a proposal for establishment of a joint support mechanism, in the form of an NGO consortium, to provide coordinated support to Syrian civil society organisations' peace building and conflict transformation efforts. The rationale of the consortium is that effective, formalised partnership is key to promoting effective civil society cooperation. This will allow for collective campaigning, sharing of knowledge and experiences, networking, strategizing and coalition-building. It also gives policy makers and media a clear 'go to' group which is hard to ignore.

A strategic, effective and long-term consortium with a substantial footprint and impact in the field is urgently needed to help meet the needs of ordinary Syrians, strengthen resilience and enable context-specific local solutions to addressing key aspects of the conflict and ultimately leading to conflict transformation. Many actors are searching for concrete ways to move the process forward and such a consortium can develop and promote these. We are building our work on forming an NGO consortium on examples where effective cooperation between civil society has resulted in landmark achievements in peace and security: the Control Arms campaign, the Cluster Munitions Coalition, the NGO Coalition for an International Criminal Court and the critical role played

by Liberian women through the Liberia Mass Action for Peace campaign are all examples of how such cooperation can help deliver meaningful results in conflict contexts.

CASE: Campaign against closure of money transfer services to Somalia

Every year, Somali migrants around the world send at least \$1.3 billion to friends and families at home, dwarfing humanitarian aid to Somalia. Of these remittances, over £100 million comes from the United Kingdom and is transferred via Money Transfer Operators (MTOs). Banks and regulators are in danger of inadvertently undermining this lifeline and driving it underground, as interpretation of UK and USA money laundering and counter-terrorism legislation becomes tighter and banks more risk averse. In mid-2013, Barclays Bank announced the closure of around 250 MTOs worldwide including the UK Somali MTOs. This threatens to cut the lifeline on which 40% percent of Somali families’ survival depends. The closing will have an effect beyond the UK, as many MTOs based in Europe route money to Somalia through the UK. Somalia currently has no formal banking sector and this corridor is the only regulated means of getting money into the country.

In response to Barclays’ threat, the Oxfam Novib Somalia campaigns team drew together a global campaigning team across the Oxfam confederation, including colleagues from Oxfam Great Britain, Oxfam America, our existing ally Adeso and other NGOs working on Somalia, including CARE, World Vision, and the Norwegian Refugee Council, to address the problem. The team chose to advocate and lobby towards the UK and Somali governments, Barclays and the banking sector, and MTOs, to urge them to cooperate on preserving the capacity to transfer remittances from the UK to Somalia. Media and public campaigning to strengthen and support the lobby were undertaken. We worked with Somali diaspora groups in the UK to help mobilise public support via an online petition, to pressure the UK government to work with Barclays, British banks, and MTOs to find a durable solution to the problem. For the public campaign and petition, we cooperated with Mo Farah, Team Great Britain’s two-time gold medal-winning runner at the London 2012 Olympic Games. We held several round tables in the USA on the issue; produced a joint briefing paper on the UK situation, signed up to by 13 agencies; organised an event with Rift Valley Institute attended by over 300 people in Nairobi; gathered feedback from Somalis in Somalia on the potential impact; gained a large amount of media coverage, advocated with UK government departments; briefed for a debate in the UK parliament; met with banks and the Somali companies involved; held a panel event in London on the issue for Somali Week festival; supported an excellent Somali-led campaign which had over 100,000 signatures to their petition within a week; and worked with the petitioners to organise a stunt to promote the handing-in of the petition.

Our influencing work was successful, even though in October 2013 – after delaying by six months – Barclays eventually closed all bank accounts except for one, as a result of MTO Dahabshiil securing a high court injunction. Our campaigning contributed to the UK government recognising this as an issue that needs to be addressed and coming up with a programme of action. By the end of 2013 the government stated the following: 1) They would set up a ‘safer corridor’ for money transfers to continue; 2) They would invest in building a banking sector in Somalia with training and capacity building; 3) They would clarify regulations for banks and MTOs; 4) They would form a task force on this issue – Oxfam is a member of this task force on behalf of NGOs concerned about the issue. In the Netherlands, a number of Members of Parliament picked up on the remittances briefing paper, and the Ministry of Foreign Affairs underlined the concerns as raised in the paper.

2.1.3.2.2 Better living conditions

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
29	# partners that have implemented projects concerning local resilience, with a special focus on the role of women, in fragile states.	31	14	326,000	73,546	357,830	155,176
31	# partner organisations in risk areas that have received (financial) support to strengthen their capacity in the area of community-based disaster risk reduction.	36	35	61	38	36	5

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
32	# partners active in risk areas that have received support to develop contingency plans comply with international quality standards for humanitarian assistance, and are strengthening the role of women in humanitarian and contingency planning.	45	35	63	35	52	47
	# alternative (remote) monitoring mechanisms to achieve accountability that have been designed and implemented with support from the IMPACT alliance.	15	24				
36	# partners in fragile states that have exchanged knowledge about community-based disaster risk reduction with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).	4	3	14	2	12	2

Performance on outcome and output level

To enable men and women to better protect themselves against the effects of natural and manmade disasters, Oxfam Novib in 2013 supported 14 partners (31 planned) to build up local resilience. Moreover, support was provided to 35 partners (36 planned) to include community-based disaster risk reduction in their work and to 35 partners (45 planned) to provide quality humanitarian response according to international standards. After a big boost to those outputs in 2012, the outputs in 2013 are somewhat lower than planned for. However, the outcome figures are in line with planning, and outcome targets for 2015 have already been reached in a number of cases.

In 2013, Oxfam Novib further invested in building up the humanitarian capacity of partners in countries where we have a humanitarian lead role for Oxfam (e.g. OPTI, Cambodia, Vietnam, Mozambique, Uganda, Afghanistan, Niger, Nigeria, and Somalia). Also in other countries we continued investing in partners' capacity, e.g. in DRC ten new partners and ten established partners participated in humanitarian capacity building trainings and contingency planning processes, and have applied skills in their respective communities. It has proved difficult to select women's organisations who meet the organisational and management criteria to be included in the trainings.

The overall global trend is that the number of people vulnerable to hazards – man made or natural – is rising. The capacity of national institutions and the international humanitarian system in general does not match with the needs of the affected populations. Oxfam Novib has responded to crises in 21 countries and we transferred over 21 million euros to enable our partners and country offices to respond to humanitarian crises and build their capacities. A large number of the responses took place in countries facing prolonged crises: Afghanistan, DRC, Somalia, Sudan, South Sudan and Syria/Lebanon. With SHO funding, we contributed to the Oxfam response programme for the victims of cyclone Haiyan in the Philippines and the continuing work on Haiti.

In 2013, through support to partners and channelling funds to other Oxfams, Oxfam Novib provided humanitarian assistance to approximately 155,176 beneficiaries. This is an aggregate number which includes very different forms of assistance (for example, one beneficiary received plastic sheeting for shelter while another was trained in hygiene awareness). The paragraphs below provide a snapshot of some of the humanitarian response work which took place in 2013.

In Sudan, the human rights and humanitarian situation continues to deteriorate. Oxfam Novib executed a humanitarian programme in North and South Kordofan in partnership with Oxfam America and partner SOS Sahel and other local NGOs. Services include safe access to adequate water, sanitation and hygiene facilities; access to viable means of livelihoods to contribute to improved food security; shelter and non-food items to

ensure protection; rehabilitation of watering points and the construction of two water basins (hafirs) that provide water for thousands of people and for livestock. The programme has managed to reduce the vulnerability of IDPs and conflict-affected communities.

In DRC, Oxfam Novib has implemented six humanitarian projects, supporting IDPs and their host communities with food and non-food items. It is becoming more and more obvious that host communities are often as vulnerable as IDPs themselves and therefore Oxfam Novib has learned to consider in every needs assessment the situation of the host families and provide disaggregated data on IDPs and host communities to consider what type of assistance is most relevant for each specific group.

The protracted conflict and instability in Somalia continues to cause suffering across all regions in the country. In the Southern region, a combination of persistent shocks triggered not only by conflict but also drought, inflation and massive displacement are eroding households' coping capacities. Oxfam Novib is implementing large scale nutrition programmes, reaching over 60,000 children and mothers through nutrition interventions, including feeding infants and young children. In addition we work on safety net programmes targeting households to increase access to food and income. Given the contextual challenges, in 2013-2014 we departed from the traditional way of cash transfer programming where partners would distribute funds to beneficiaries. This was to help manage risks of aid diversion. We partnered with a private money transfer company (Bakaal) to handle payments to the beneficiaries, which increased accountability of the programmes. We have used mobile money transfer (e-cash) to the beneficiaries, in addition to money distribution directly for those with no mobile phone.

In Uganda the country team responded to the influx of refugees from DRC and South Sudan, focusing on water, sanitation and hygiene (WASH) as well as on emergency food security and vulnerable livelihoods (EFSL). The programme is being implemented with partners that have been trained as part of the humanitarian capacity building trajectory, and has distributed energy-saving stoves and cash for work.

In Niger Oxfam Novib is implementing a great number of disaster risk reduction and humanitarian assistance programmes, including cash transfer, WASH, and rehabilitation of market gardens and dikes. Capacity building focuses on vulnerability monitoring, early warning systems, and communities' local capacities to prevent and manage disasters and crises. Capacity building of local actors at community level is one of the ways to link emergency, recovery and development issues in the context of recurrent crises such as food security and floods. It supports local actors such as beneficiaries and government in risk areas to be well prepared and reduce the risk of disasters. Humanitarian programmes are always implemented with local organisations, which contributes to the empowerment of local civil society.

As Oxfam Novib we are constantly reflecting on our performance in humanitarian assistance, and on ways to improve the efficiency and effectiveness of our response work. During the past year, we have developed programming packages to support the country offices with quality programming on WASH promotion and EFSL. We have also developed a Humanitarian Capacity Assessment Tool to assess capacities, which enables the development of a tailor made organisational development plan for partners. Staff have been seconded for both short- and long-term deployments in Myanmar, Mozambique, Afghanistan, Zimbabwe, OPT, Somalia, South Sudan, Uganda, Nigeria, Vietnam, Lebanon, Niger, Mali, Egypt and Cambodia. Most secondments were done by members of Oxfam Novib's Rapid Deployment Team.

CASE: Capacity building for community prevention and management of crisis and disasters in Niger

Following the food crises Niger experienced in 2005, 2010 and 2012, Oxfam decided to focus on disaster risk reduction (DRR) in its humanitarian operations in the country. One component of this strategy is to strengthen local organisational capacities to prevent and manage crises and disasters by educating communities to monitor their vulnerability to food insecurity, malnutrition and other disasters in order to be able to provide warnings and early response. This approach aims to enable people to prepare better for recurring shocks through the collection and use of early warning information and self-analysis of their capabilities and vulnerabilities. Indeed, when the capabilities and vulnerabilities of a community are known, interventions can better and faster target beneficiaries and address their real needs.

Specifically, Oxfam and partners have decided to work on four main axes:

1. Advocacy for the decentralisation of the National System for Prevention and Management of Disasters and Food Crises (DNPGCCA) to the community level and integration of disaster risk reduction in local development planning;
2. Strengthening the capacity of municipalities in early warning and emergency response;
3. Strengthening the capacity of local humanitarian organisations;
4. Establishing a strong link between the national early warning system and local monitoring mechanisms of vulnerability (observatories monitoring vulnerability and community early warning and emergency response systems).

The advocacy and capacity building activities resulted in:

- 23 vulnerability monitoring observatories (Observatoire de suivi des vulnérabilités, OSV); 46 community early warning and emergency response systems (CSR/PGCA) operational in 23 municipalities; more than 100 executives from partner NGOs, local elected officials and technical officers trained.
- 3 partner organisations have strengthened their capacities and are able to support community monitoring mechanisms of vulnerability and to provide quality response in emergencies;
- Oxfam and partners' interventions are leading to the integration by municipalities of a common approach to disaster risk reduction in the local development plans and the inclusion in their budgets of funds to ensure follow-up on the level of community vulnerability;
- The National System for Prevention and Management of Disasters and Food Crises (DNPGCCA) was decentralised to the local level (municipality and community) thanks to Oxfam and partners' advocacy work. Strong links exist between local structures and the divisions of DNPGCCA to monitor vulnerability. This institutional reform is undoubtedly the major change induced by the project.

Conclusion on Programme Right to life and security

In conclusion, the Programme Right to life and security is well on target to meet most outcomes and outputs forecast for 2015, and many goals have already been surpassed. Building on previous years, substantial progress has been made with regard to developing the conflict transformation priority programming. Numerous national and regional systemic conflict analyses have been done during the past year, which are the basis of further programme development in this field. Also, in all contexts the conflict analysis process highlighted the need for more conflict-sensitive programming, which is taken up in many of the countries.

A number of learning activities have taken place with staff and partners; however, this is not always properly reflected in the KIM output indicators, as it is not always recognised as such.

We are also making substantial progress with programming on women, peace and security, with a number of programmes implemented which have strong influencing components. We are well aware that much work still needs to be done in the complex domain of conflict and fragility, and are investing in the required learning.

In 2013 we again managed to reach a significant number of people in need around the world, mostly through building the capacity of Oxfam Novib's partners' humanitarian response capacity and the inclusion of disaster risk reduction into partners' work. With our Rights in Crisis advocacy capacity we have focused on the root causes of conflict in protracted crisis situations, and pleaded for humanitarian access and inclusive security – building closer links with our humanitarian and development programming work.

2.1.4 Programme Right to social and political participation

Objectives

Improved access to information for disadvantaged groups, in particular women

- To improve the access to information for, about and produced by disadvantaged groups (and the organisations representing their interests). As a result, disadvantaged groups (and the organisations representing their interests) will be better able to inform themselves and others, and to form and express an opinion on social and political decisions that affect them. This will promote the transparency which is necessary for the proper functioning of a democratic society, in which governments, other institutions and companies are held accountable.
- To increase the availability of relevant channels (traditional media and ICT) for the distribution of honest information for, about and produced by disadvantaged groups by making use of the technical opportunities offered by Web 2.0 and mobile communication.
- Specific emphasis on gender awareness in the (new) media

Improved access to the legal system for disadvantaged groups.

- To increase the opportunities of disadvantaged groups to use formal and informal legal institutions and procedures, and so enhance their resilience, self-awareness and self-respect.
- To increase the capacity of disadvantaged groups and organisations representing their interests to reveal instances of the violation of political and civil rights, and to take action to prevent, stop and counterbalance such violations.

Increased space for and role of civil society organisations in campaigning for rights and in holding governments, companies and international institutions accountable.

- To increase the role of civil society organisations and disadvantaged groups in developing countries in urging governments and other decision-makers (international companies, IFIs, international institutions) to be accountable to the population and disadvantaged groups.
- To retain and, where possible, enhance the space for civil society in the living/working environment (locally, nationally, regionally and globally) for taking initiatives and assert the rights of disadvantaged groups.

Introduction

In 2013 Oxfam Novib worked on the right to social and political participation in 22 countries. The results have been impressive and exceeded in general the planned outputs and outcomes. These results have helped marginalised and poor people to increase their influence on decision-making and protection of their civil and political rights. Oxfam Novib also saw the results of years of internal Oxfam influencing to put social and political participation higher on the Oxfam agenda: the new Oxfam Strategic Plan, approved in 2013, now includes as its first change goal the right to social and political participation.

2.1.4.1 Theme: good governance and civil society building

The following outcomes of the IMPACT alliance's Programme Right to social and political participation have contributed to this MDG:

- Outcome 37 No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media
- Outcome 38 No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)
- Outcome 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)
- Outcome 40 No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women
- Outcome 41 No. of cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media
- Outcome 42 No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation

- Outcome 43 No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights
- Outcome 44 No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)
- Outcome 45 No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.
- Outcome 56 No. of women and men that are legally empowered through increased awareness about their rights.

2.1.4.1.1 Non-governmental actors' participation and say in political processes at various levels

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
42	# lobby initiatives in which the right to free association / space for civil society is being defended	21	763	151	172	57	47
	# organisations involved in citizen dialogues in favour of space for civil society	41	3996				
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	10	658				
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	19	467				

Performance on outcome and output level

As in previous years, space for civil society activity is becoming increasingly restricted through the imposition of legal and bureaucratic constraints and the intimidation, imprisonment and even assassination of civil society activists. In 2013, some states clamped down on the use of the internet, particularly social media, and other information and communication technology, to deter or prevent individuals from exercising their right to organise peaceful assemblies. This is also a growing concern for Oxfam country offices, not only partner organisations. For this reason, Oxfam Novib and Oxfam Great Britain reflected on a number of country-specific cases from across the world and produced a guidance paper: *Civil Society Space, Risk Management and Oxfam, June 2013*.

Particularly for actors who challenge human rights abuses, the working environment has deteriorated over the past year. The IMPACT alliance supports civil society actors who practice and promote democratic principles, and as such contribute to inclusive, pro-poor development.

This trend of civil society restrictions necessitated Oxfam Novib to support its partners more than planned through lobby trajectories and dialogues to defend civil society space, the right to association and the right to freedom of expression (Outcome 42).

With the Arab spring turning into autumn or even winter in some countries, Oxfam Novib remained fully engaged in continuing its support to partners and programmes in the region, to push for a democratic transition. In Egypt the political and social situation remained unpredictable with a strong increase in polarisation between the Islamists, supporters of the army and opponents of both including human rights activists. Despite the oppressive environment, partners managed to link up with citizens who want to engage with social and economic issues and claim their rights collectively, either in new labour unions, youth groups, or neighbourhood committees. In order to build a new democratic culture, partners continued to focus on civic education, making people familiar with the

political process and terminology, discussing what new laws and policies should entail. In addition, they have been involved in a campaign around the new NGO law, national dialogues on the impact on poverty of economic reform, the right to association, freedom of expression, civil society space and implementation of human rights treaties.

Oxfam continued in 2013 to steer the INGO coalition on civil society space in Egypt. The coalition, which encompasses the main INGOs in Egypt, continued to work with local NGOs to lobby relevant parliamentarians and donor representatives for an enabling legal environment for civil society in Egypt.

In Morocco, Oxfam Novib continued the work it started to support in 2012 around translating constitutional reforms adopted in the wake of the Arab spring into reality, with more space created for civil society participation on a wide range of issues as well as more power being delegated to the local government structures. Partner organisation *Forum Marocain des Alternatives Sud* (FMAS) manages the *Observatoire des Libertés Publiques* and continued its action on observation and monitoring with respect to violations of civil liberties.

In Tunisia, our partner organisations continued their work on empowering youth and women to be publicly active. Also in other countries – e.g. Zimbabwe – partner organisations have coordinated civil society participation in the Universal Periodic Review.

Even though the carefully-created space for civil society in the South East Asia region seemed to be on the increase, much work still needed to be done to protect it. In Lao, Oxfam Novib's programme has a strong focus on promoting and strengthening civil society as a positive partner in development. The Lao state, with its communist structures and state-led development ideology, is more and more willing to accept this, though occasional setbacks make the situation precarious.

Civil society space in Uganda remains a major concern. In addition to last year's observations, which are still valid (independent civil society organisations are being openly threatened and placed under excessive scrutiny by senior government officials), a different section of civil society is under extreme pressure now: those organisations and activists fighting for the civil rights of LGBT people. Although no explicit Oxfam programme or campaign has been initiated to respond to this latest limitation of space, Oxfam Novib is very concerned about this violation of the human rights principle of equality before the law.

In other countries we have continued to prioritise strengthening and building the capacity of civil society in itself, as their role as a countervailing power is imperative. For instance in South Sudan we continued the civil society strengthening project initiated last year (see case study). Our vision is that a strengthened civil society – from traditional leaders to the media, to development agencies and religious groups – will support the building of legitimate institutions that will benefit all South Sudanese. Especially in the present violent South Sudanese context it is imperative to help citizens hold their leaders accountable and restore the rule of law. The leaders of South-Sudan should also be subject to the law.

In Burundi, DRC and Cambodia partners undertook lobby activities to protect or claim space for civil society participation, and many partners have been supported to stand up for civil society interests at the pan-Africa level.

CASE: Promoting civil society, civic engagement and good governance in South Sudan

Oxfam Novib is working with partner organisation the Institute for Promotion of Civil Society (IPCS) to contribute to sustainable development and the reduction of poverty among the most marginalised communities in implement South Sudan's Western Equatoria state through promotion and support of civil society. It aims to strengthen the capacity of local civil society organisations on operational and management skills, community outreach, enforcement of basic rights, good governance and the delivery of interventions to access of vulnerable groups to quality social protection, justice systems and services to prevent violence, abuse and discrimination.

22 year old Joana Leye, from Lui Payam in Mundri East County of Western Equatoria State, testifies to the programme's success. Having completed her secondary level education at Lui Girls Secondary School in 2012, she could not afford to pursue further education so she opted to get married, as most rural girls do at an even younger age. She joined a training programme in Maridi for civil society resource persons, which built her skills in computers, organisational development and management, governance, lobby and advocacy, project management and fundraising. She has worked with a local CSO, New Page South Sudan in Lui Payam, to develop their internal systems, policies, procedures and structures, and developed a seed grant proposal to carry out community outreach activities.

Joana sees the significant changes in behaviour that the programme has instilled in the target communities. New Page South Sudan is one of 12 civil society organisations in the region to be benefiting from this project, and a network has been set up to help them work together.

2.1.4.1.2 Political, administrative and societal checks and balances

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
37	# projects that use a mixture of new media and traditional media (radio and television) for communication about development themes.	24	16	772,000	799,364	1,624,934	1,041,499
	# new media platforms that have been set up or improved by partner organisations or as the result of adhoc online initiatives.	9	85				
	# projects of small-scale organisations (community, NGOs and small and medium-sized enterprises) that are being facilitated via online platforms.	157	229				
	# developed training sessions about understanding and the use of new media, based on the methodology and toolkits developed in cooperation with the Impact alliance.	27	84				
39	# partner organisations that took part in development programmes on new media, the ethics of journalism, and citizen journalism.	30	24	45	34	33	172
	# professional training courses on new media and citizen journalism that have been organised and implemented.	8	51				
	# media organisations that have implemented programmes aimed at improving their commercial and ideological independence as media.	2	8				

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	17	24	60	68	113	3,892
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	35	39				
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	3	15				
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	5	18				
	# trajectories that monitor the budgets of international institutions and businesses.	6	3				
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	5	6				
	# trajectories that monitor income from mining and the oil industry.	2	7				
44	# local and global partner organisations that, in association with knowledge institutions, are involved in knowledge exchanges about access to information.	14	24	65	46	26	101
	# local and international partner and knowledge institutions that lead or participate in initiatives for exchanging knowledge and experiences about improving access to information for, by and about citizens.	33	5				

Performance on outcome and output level

In 2011 we underperformed on the targets set for access to information by using ICT and new media, and we therefore invested considerably in 2012. The results table shows that in 2013 we reaped the benefits of this by surpassing our targets significantly (Outcome 37).

We recognise the potential of ICTs to amplify the effectiveness and impact of our partners when demanding more transparency and accountability from duty bearers. To this end, Oxfam Novib collaborated with the engine room, a research NGO examining the use of ICT for social activism. The engine room made an assessment of the ICT capacities of Oxfam Novib's partners in seven countries: Niger, Angola, Rwanda, Uganda, Pakistan, Egypt and Burundi. The assessments provide insights into the choices and use of ICTs by Oxfam's partners and will be the basis for integrating ICTs into future programme development and capacity development activities in the area of political, administrative and societal checks and balances. The positive results achieved by our pan-Africa programme, which reached more than 100 million people, have been possible only through the effective use of ICTs.

However, ICT is not a necessary precondition for creating checks and balances, as the Maghreb case study below indicates.

CASE: Nailab: growing small businesses in Kenya

Founded in 2011, through a joint venture between its CEO Sam Gichuru and IMPACT alliance member 1%Club founders Bart Lacroix and Anna Chojnacka, Nailab (Nairobi Incubation Lab) is a startup accelerator that offers an entrepreneurship programme focusing on growing innovative, technology-driven ideas. This is done through providing business advice, technical training and support, professional mentoring and coaching and access to markets, as well as fostering strategic partnerships and links with investors. The incubator has so far transformed the lives of over 100 youth in Kenya through mentorship and training. In the last four years Nailab has incubated over 35 ideas and turned over 40% of them into small companies in different sectors of the economy. Some of these start-ups have gone ahead to raise over 10 million shillings (approximately 85,000 euros) in investor funding and created over 100 jobs.

Every one of Nailab's startups is taken through a rigorous judging process to determine whether it meets a need in society and provides a feasible solution. They then undergo specific training, informed by a curriculum designed with the help of Accenture that lasts around three months, depending on how fast the groups are learning. The entrepreneurs stay in the programme for another three months after launch of their products, for help in market penetration. Nailab secured a \$1.6 million tech incubation fund from the Kenya ICT Authority in 2013, using which it seeks to have at least 30 startups successfully incubated between 2013 and 2015.

CASE: Helping youth to organise themselves in Tunisia

Now Oxfam's partner, the Observatoire Tunisien de l'Economie (OTE) was originally a group of young activists taking action on social and economic rights as informal groups and movements. We supported them to structure their group into a more formal organisation and to develop a programme on tax justice, access to information and the impact of international financial institutions' (the IMF and World Bank) policies on the Tunisian economy. In energy sector especially, multinationals influence the country's policy due to the lack of access to information and transparency. Monitoring and analysing economic reforms implemented since January 2011 is an unoccupied niche which is relevant to different social and institutional actors in the country, including unions, associations, the national assembly, other institutions and the media.

The first beneficiaries are Tunisian citizens in general, who should be provided the tools and support needed to take ownership of these issues, which are currently monopolised by an "expertocracy" and an opaque administration. Citizens must be able to develop and explain the causal links between these economic choices, the management of public resources and the depletion process, and create a strong dynamic leading to constructive alternatives. The second beneficiaries are young Tunisian citizens who participate in thematic training sessions and on whom OTE intends to focus in its capacity buildings. Tunisian youth are the actors of the revolution, the country's future leaders, and therefore must become the main agents of change.

Oxfam Novib had long discussions with the group to understand their internal dynamics, how they make decisions and resolve internal conflicts, what are their real motivations, and so on. This type of initiative requires significant time investment to build a clear framework for the intervention while allowing young people to set their own agenda and discover ways of working that suit them most. The Oxfam Novib team discovered the need to support them to think through and create the governance structure of their organisation (e.g. an organigram, decision-making processes, how to avoid and manage conflict of interest situations, manual of procedures, accounting system) and to reflect on the future development of their organisation. The challenge was to support them to create the minimum necessary formal structure without forcing them into working in a bureaucracy.

2.1.4.1.3 The rule of law: clear public information and fair (not arbitrary) access to the law for all

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
38	# local partner organisations that provide legal aid to groups of people with a shared problem and to individuals, by means of direct representation or advice and referral to other institutions.	23	19	718,000	264,222	3,050,050	1,771,306
	# partners that monitor human rights violations and report on this, and (publicly) put pressure on governments and the corporate sector to accept their responsibility in terms of respecting, protecting and observing human rights, and use new media to do so.	18	17				
	# lobbying trajectories aimed at (re)forming a system of guaranteed legal aid for disadvantaged groups.	10	10				
56	# organisations that inform and train young people and women, in particular in relation to understanding and claiming human rights.	32	631	862,000	565,188	78,495	122,916
	# local partner organisations that inform disadvantaged groups about (human) rights, legal systems and the legal responsibility of governments towards marginalised groups, and which monitor violations of human rights, e.g. by means of new media.	31	167				

Performance on outcome and output level

In 2013, OXFAM NOVIB started to emphasise the added value of legal strategies in other programmes, such as on violence against women, land rights, and participatory governance. In the first two, legal aid plays a major role and in the latter, the justice sector is an example of the need for government responsiveness to citizens' needs and rights when delivering services. New innovation projects were developed in 2013 to integrate citizens' feedback into the justice sector in Rwanda and in Mali. This is a new way to promote rule of law that aligns with citizens needs creates more confidence in a state that provides equal access to justice for all.

CASE: Legal assistance for the marginalised in Egypt

Oxfam Novib's partner CEWLA has legally empowered 554 people by adopting 198 legal cases through its legal support centres. Besides formal legal aid, CEWLA also resolved 206 family disputes through paralegals and arbitration mechanisms outside the court system, both through their own legal support centres and through centres established by other NGOs with CEWLA's expertise. Within this framework CEWLA empowered poor and marginalised people to improve their negotiation skills during conflict resolution, especially for women negotiating with their husbands. CEWLA's work resulted in positive changes in some men's concepts on the issues of violence against women and family issues.

CEWLA's network of legal support offices also empowered 150 people through issuing civil documents (IDs, birth certificates, official registration), which is important for women because it helps them find job opportunities, get access to loans, obtain social insurance and file judicial cases to claim their rights.

An example of a beneficiary of this work is R.K., who came to CEWLA to seek assistance in getting her son back from her husband, who had taken him without her consent. CEWLA's lawyer filed a request for custody and met with her at court. CEWLA's lawyer explained the situation at the prosecutor's office, which led to the prosecutor issuing a final decision within one week and without notification to the husband. R.K. informed her husband about

the decision and got her son back a week later, a more quick and efficient use of the legal system that filing a lawsuit, which would have taken more than a year to conclude.

2.1.4.1.4 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
40	# organisations that have completed a course in budget monitoring and accountability because of the efforts of the IMPACT alliance.	49	65	91	83	140	46
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	9	20	98	66	100	24
	# global partner organisations that, partly due to their use of new media, have strengthened their cooperation with regional, national and local organisations in order to monitor and report on human rights violations.	15	9				
	# partner organisations that have taken on a pioneering role in the use of new media in collecting and sharing information in order to call governments, companies and international institutions to account.	7	9				
45	# methods and instruments that have been developed and aim at improving the legitimacy (including transparency and representativeness) of individual civil society organisations with regard to disadvantaged groups (e.g. participative planning and accountability towards the target group).	17	30	26	7	1	32
	# local and global partners participate in knowledge exchange initiatives for exchanging knowledge and experiences with regard to risk management.	4	29				
	# local civil society organisations participate in training courses in order to analyse power.	21	35				

Performance on outcome and output level

The number of partner organisations with stronger capacity for monitoring governments and the private sector on obligations and duties in their income and expenditure (Outcome 40) has increased considerably. In 2011 we were not satisfied with the result and made extra efforts, which seem to have paid off. Also in 2013 the IMPACT alliance continued to invest in budget monitoring capacity of staff and partners. Two training sessions (one in English, one in French) were organised in the first half of 2013 on tools for analysis of budgets on local, regional and national level, and ways to develop activities in the area of lobby and advocacy.

CASE: Participatory budget monitoring in Burundi

Partner organisation PARCEM has contributed to the implementation of the “Our Money, Our Rights” project through the Citizen Control of Public Action Program (CCPAP), which aims to establish local committees for citizens to hold public authorities accountable in several communes of Kayanza and Gitega provinces. Burundi’s national decentralisation policy makes power holders accountable to citizens and civil society organisations at all levels, national and local. The purpose of the CCPAP is to increase the effectiveness of local development through better delivery of public services and citizen participation in budgeting.

PARCEM has established good relationships with government departments and acquired access to some public finance documents for budget monitoring. However, while authorities are willing to share finished documents on public finances with civil society, this does not apply to preparatory documents, limiting the scope to influence decisions as they are in the process of being made. There is a need for better legislation on access to and publication of information relating to public finances.

CASE: CEW-IT

CEW-IT undertook a citizen-driven anti corruption campaign in 30 districts of Uganda, which involved training community based anticorruption activists in budget analysis and tracking, vertical tracking of financial releases from the centre up to the service delivery points, and issuing of policy briefs. The findings were presented to parliament and to stakeholders at community, district and national levels. The project aimed to popularise the Citizens’ Manifesto as a social contract between leaders and citizens as a means of tackling corruption, promoting transparency and accountability and ensuring fairness and justice in service delivery. It also intended to capacitate both citizens and leaders to tackle corruption on a sustainable basis as a way of improving service delivery and hence reducing poverty.

CEW-IT has trained 800 community monitors, in addition to the 5,000 election observers who were engaged in the 2011 elections, including how to report on service delivery using the online platform Huduma (<http://www.citizensvoice.ug/viewcategory/2>). These monitors have transferred their knowledge to citizens, resulting in rigorous mobilisation of community members to track projects in their communities. Increased community vigilance and oversight of policy implementation has contributed to better service delivery. Citizens undertook a campaign against corruption and held different public officers to account, especially the head teachers of primary schools, when issues of corruption were reported. Using the public expenditure tracking tools introduced to them, they were able to follow up and expose cases of corruption in service delivery.

The behaviour of service providers has changed positively, such as reduced staff absenteeism at health centres and schools and recovery of misappropriated public funds. A typical case in point is Rwengaju HCII in Kabarole District, where a nurse who had been kept on payroll even when she had absconded from duty was formally dismissed and a new one appointed following exposure by the monitors. Public officials are attending public meetings where citizens can express their concerns, as illustrated by this story: <http://rwecovoice.blogspot.com/2013/08/to-serve-or-to-be-served-kanara.html>.

Conclusion on Right to social and political participation

The overall quantitative results for programme 4 look very positive. Some outcome indicators show exceptionally high scores, despite incomplete reporting. This is mainly due to some outliers: regarding access to justice, outcome indicator 38, the pan-Africa programme reached an exceptionally high number of beneficiaries because of a legal victory, inflating the figures. For access to information from government and IFIs, Nigeria recorded a very high number of cases, also inflating the figures. This is mainly due to more detailed monitoring and the release of a large number of oil and gas audit reports. The rest of the countries and units scored more or less as planned.

For the KIM indicator 44, Maghreb greatly exceeded its planned results due to the World Social Forum, while other countries have underreported. Similarly, in KIM indicator 45 results mainly come from one country, Laos, which overachieved its planned results while other countries have underreported. This is worrisome as it may indicate that learning is still not institutionalised in our programming. However, with the establishment of the knowledge hub on governance and citizenship, we expect to boost learning within Oxfam Novib, the wider Oxfam confederation and among partners. Oxfam Novib is making a major investment in documenting and communicating our programme 4 track record as a way to improve internal learning. This became a major priority in the first quarter of 2014. For the exchange of information and communication, the online Right To Be Heard platform will be used.

Overall, we see a continuous increase in the focus by countries and units on the priority theme of access to information, especially the specific attention for budget information.

2.1.5 Programme Right to an identity

Objectives

Women have more control, sexual and reproductive rights are respected, and violence against women is reduced.

- Reduction of impunity and social acceptance of violence against women, and the creation of conditions for women and girls to enjoy their human rights, especially their sexual and reproductive rights.

Greater leadership role for women in change processes:

- More women have opportunities for organising themselves collectively and go into action around their specific needs. More women question discrimination and the denial of their rights. More women play a leading role in formal and informal decision-making processes in their own organisations and institutions.

Increased capacity of civil society organisations to mainstream gender justice in their work :

- More organisations have increased capacities to mainstream gender in all their programmes, policies and fieldwork, which are implemented based on a solid gender analysis and gender-sensitive strategies.

Introduction

While it is true that over the last 50 years there has been a huge uplift in women's rights laws on violence, divorce and property rights, the greatest challenge still remains: the majority of these laws aren't actually being enforced or properly implemented. At the same time, the great power of media – especially social media – is playing a fundamental role in making it more visible that violence against women and girls remains, unfortunately, a common reality for millions around the world. This has also created the opportunity for women's rights defenders to unify diverse sectors across the globe to stand against violence and call for more accountability of duty bearers to protect and ensure women's human rights.

In this context, Oxfam Novib is continuing its work to ensure that women and girls enjoy lives free from violence and are able to make decisions about their sexuality and reproduction. Only then will they become empowered and in control of their lives and, can be more actively involved in social, political and economic issues in their communities.

Our work therefore focuses on implementing programmes towards changing attitudes and beliefs of men and women around women's rights and gender equality, collaborating with strong women's rights organisations on campaigning and lobbying around the rights of women, promoting women in formal and informal leadership roles and increasing the capacity of organisations and institutions to mainstream gender into their work.

2.1.5.1 MDG 3: Gender

The following outcomes of the IMPACT alliance's Programme Right to an identity have contributed to this MDG:

- Outcome 10 No. of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women
- Outcome 30 No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)
- Outcome 46 No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity
- Outcome 47 No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)
- Outcome 48 No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights
- Outcome 49 Number of partner organisations that have developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)
- Outcome 50 No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation
- Outcome 51 No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influence it
- Outcome 52 No. of cases that show that partner organisations have more capacity with regard to programmes, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global level (thanks to exchange of practices)

Outcome 53 No. of cases that show that partner organisations have more capacity with regard to gender mainstreaming during the design and implementation of programmes, lobby and advocacy initiatives (thanks to exchange of practices)

2.1.5.1.1 Well-regulated property and inheritance law

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
10	# southern partner organisations that are supported by the IMPACT alliance to lobby their local and national governments for the improvement of legislation on land, water and biodiversity, in particular with regard to women.	50	47	39	30	34	33
	# studies that collect evidence and describe cases which substantiate analyses and facilitate making specific recommendations about the external costs and benefits of different production systems.	26	14				
	# lobbying trajectories for land, water and biodiversity issues.	21	44				
	# training seminars about socially responsible entrepreneurship that have taken place.	1	49				
	# organisations that have received socially responsible entrepreneurship training.		42				

Performance on outcome and output level

Oxfam Novib's profile on land issues is very strong as a result of the GROW campaign's numerous achievements on land grabbing and land rights. Oxfam Novib's in-country work is aligned with this global campaign and there also is a growing interest in and activities around land rights. At least 15 of the countries where Oxfam Novib is implementing programmes are working on land issues, whether from a legal perspective (such as CLEC in Cambodia) or lobbying and even advising on a new land law (Ruzivo in Zimbabwe).

For these reasons, together with opportunities arising to raise funds for Oxfam's work on land, there is a growing interest in developing a more joined-up programmatic approach on land rights. Oxfam Novib has taken the lead on behalf of several Oxfam affiliates in developing a multi-affiliate programme on land rights. Demonstrated by a mapping of Oxfam Novib's work in 15 countries and of five global partners, Oxfam Novib has shown that it is actively helping to secure land rights for women and communities, strengthen land governance, stop land grabbing and harness the positive power of agricultural investment.

CASE: Butterfly Works and Carpet of Life

Carpet of Life is a brand that aims to increase the income level of the crafts women in the region of M'hamid el Ghizlane, in the Southwest of Morocco with local partner Zaila. The brand provides women from 13 village's access to new markets and improves their self-confidence, craft skills and ability to respond to market demand. The goal for 2013 was to protect the sustainability of the project by ensuring that the brand can stand on its own. To achieve a sustainable brand, we mainly focussed on two activities: increasing market reach and starting to hand over management to the local team.

In one year the project more than doubled sales from 40 to 98 carpets, involving and training women from 2 more villages. Now there are 50 women and 10 men working for Carpet of Life.

The success of Carpet of Life strengthened our theory of change. We believe that every social issue is best addressed when those involved are empowered so as to own the solution. We found that women had a rich crafts heritage, but were not able to successfully access (international) markets. The inability of women to

economically contribute leads to a lack of influence and respect in the community. Furthermore, due to years of conflict, there is lack of trust within the community. When knotting a carpet they come together and work on a product where no one is seen better than another. Simultaneously they are teaching each other how to improve, making every carpet even better than the best crafts women.

Carpet of Life has united 13 villages and increased the economic, cultural and social position of women in the community.

2.1.5.1.2 Participation of women in politics and government

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
47	# partner organisations that have implemented programmes about female leadership in their communities.	31	134	127,000	90,466	28,062	23,351
	# partner organisations that have used interactive toolkit to promote female leadership at community level.	5	27				
	# women's organisations that have been supported (in the partner portfolio of the other programmes) to promote the development of female leadership at community level.	15	303				
49	# partner organisations that have completed the GMLT programme.	53	13	250	73	32	110
	# partner organisations that have completed the WEMAN programme.	13	23				
	# analyses of gender capacity completed and discussed with partner organisations.	60	95				
52	# organisations that have completed evaluation studies of the implementation of their programmes about women's right to bodily integrity.	11	2	25	10	5	6
	# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories about the effects of the implementation of programmes on violence against women and sexual and reproductive rights (for the purpose of downward accountability and involving the target group).	3	3				
	# partners that are affiliated to learning networks of institutions (which has boosted members' learning capacity in terms of women's right to bodily integrity).	8	52				

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
53	# partner organisations that have completed evaluation studies on the implementation of their programmes for promoting female leadership.	15	2	53	14	7	6
	# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories to guarantee downward accountability and involvement of the target group in programmes about gender integration and about the promotion of female leadership.	11	2				
	# partners that are affiliated to learning networks or institutions (as a consequence of which they strengthen their members' learning capacity in terms of gender integration and female leadership).	13	3				
	# exchanges between partner organisations and research and/or knowledge institutions relevant to the conceptualisation of female transformative leadership.	32	2				
	# The "Measuring Milestones" project has been carried out in collaboration with PSO, Gender at Work and other partner organisations.	0	0				

Performance on outcome and output level

For outcome 47 the realised outcomes for 2013 have surpassed the expectation expressed at the beginning of the year and the overall target for 2015 has already been achieved. A small decrease in the results reported compared to 2012 can be explained by the challenging contexts in which our women's leadership programmes are implemented, as explained below.

The IMPACT alliance and specifically Oxfam Novib strongly work towards increasing women's political participation in the Middle East and North Africa (MENA) region. This work is done, however, in a situation of continued political turmoil and uncertainty, where women activists face the additional threat of sexual violence, which has increased in the region in the last year, as in the case of Egypt where women activists were assaulted and harassed while participating in political manifestations. Within this challenging context Oxfam together with local partners is implementing the AMAL programme, achieving some encouraging results. For example 49 Egyptian women have been empowered through female leadership programs and, have actively participated in local decision making bodies. In Tunisia, 15 women trained through the programme were elected to their parties' executive boards, as heads of NGOs or unions, and one as spokesperson of the Tunisian Administrative Court. In Yemen, through the programme Enhancing Women's Role in the National Dialogue, 73 women participants in the National Dialogue Conference were able to actively participate in the debates after being trained by the programme on public speaking skills. And in OPTI, a media programme is seeking to create a 100-strong trained pool of women journalists and media professionals who can report on stories and analyse current political affairs from a gender perspective.

Other countries too experience challenging contexts but also present encouraging results. For example in Sudan, Oxfam partner SIHA brought together 35 women from across the Darfur regions to form Neswa women's group, a network of women activists aiming to raise the voice of Darfur women from IDP camps, villages and urban centres in the Doha peace process. In Nigeria, as a result of continued awareness-raising and training activities,

three women who participated in the programmes were elected as local government chairpersons, three as vice-chairpersons and 27 as councillors.

CASE: AMAL – supporting women's transformative leadership in changing times

Against the backdrop of political change across the Middle East and North Africa region, with the AMAL programme Oxfam and partners are working to raise awareness of women's rights, and empowering and training women to take on leadership roles and raise their voices to promote change in their communities and beyond. This year the programme helped 4,000 people, of whom 80% are women, to understand and exercise their rights. The programme is being implemented in Morocco, Tunisia, OPT and Yemen but this case study concentrates on highlights from the countries in which Oxfam Novib has the lead, Tunisia and OPTI:

- In OPT, over 1700 women and youth have an enhanced understanding of citizenship, rights, advocacy and campaigning following a series of workshops by partner organisations.
- Four youth and women groups of 80 people were established in OPT and their knowledge and capacities built and 20 young men and women were trained as trainers on various subjects for women's rights and participation and already reached 500 people in their own trainings.
- In Tunisia, 117 women leaders have been trained in women's political leadership and over 34 young women activists have become engaged in long-term activism for women's rights. 92 women, in particular young women, were elected or appointed to occupy formal or informal leadership positions in the community and/or CSOs.
- The trained women leaders participated as keynote speakers in two national conferences, calling on the National Assembly and political parties to advocate for equality in representation between women and men to be included in the elections law. The latest draft of election law asks for a 30% quota in women's representation as heads of lists, which significantly increases women's chances to access the upcoming parliament.

Concerning the strengthening of partner organisations' capacity for implementing gender-sensitive programmes (OI 49), the achieved outcomes are quite positive and show an increase in the results from previous years which set the IMPACT alliance on the path to achieve the expected results by 2015.

Country offices' annual reporting – as part of Oxfam Novib's annual policy cycle – show that gender has become more integrated in the development and implementation of new programmes. Some examples: in Afghanistan, the Zardozi programme aims at improving women's income-generating skills and market linkages to empower them economically. In Pakistan, the EQUATE programme especially targets young women and one area of work focuses on training to enhance the earning of craftswomen. In Vietnam, the Sustainable forest use and management programme considers gender and women's empowerment as a cross cutting issue that should be mainstreamed into all project activities. In Niger, as part of the Agri-ProFocus programme, an innovative community women's leadership initiative aims to identify 30 women who will be supported and accompanied and their stories shared through a "livre d'Or" showing the particular gender aspect of the programme.

In terms of capacity building, the IMPACT alliance promotes collaboration between women's rights organisations and partners working on other thematic areas. For example, in Burundi a workshop on women's access to land was organised by partner ACORD, which works on sustainable livelihoods, in collaboration with the Global Rights Association of Women's Lawyers of Burundi. In Cambodia, Oxfam partner GADC has developed a Gender Road Map tool, based on the Gender Action Learning System (GALS), to support Oxfam partners in their capacity development in gender mainstreaming. Ensuring the capacity of Oxfam's staff is also a key element of the Gender Mainstreaming strategy, so country offices develop Gender Mainstreaming internal action plans that include the participation in a thematic community on gender justice to exchange and learn on identified topics. This activity forms part of the IMPACT alliance learning agenda.

The outcome indicators concerning partners' increased capacity as a result of knowledge exchange and learning initiatives (OI 52 and 53) remain a point of attention for the reporting process. However, a detailed review of annual reports of the last three years show that there is in fact a number of relevant stories and experiences from partner organisations that have not been yet translated into cases that can be counted in the reporting process. In 2014-2015, our focus will be on ensuring that country offices and alliance members are able to collect these new insights and knowledge, following the Stories of Change methodology (adaptation of Most Significant Change) so we can truly reflect the results achieved in the area of learning and programme adaptation for increased impact.

2.1.5.1.3 Measures to end violence against women

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
46	# partner organisations that have completed awareness-raising programmes about women's rights to bodily integrity and gender justice.	40	33,594	1,136,000	1,151,394	1,093,272	498,013
	# Partner organisations that have completed programmes about the prevention of sexual violence as a weapon of war and the reintegration of victims into their communities.	4	17				
	# pilot projects focusing on violence against women and sexual and reproductive rights.	6	62				
	# campaigns against violence against women that have been undertaken.	16	2,098				
	# campaigns against female genital mutilation undertaken in Somalia.	3	11				
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	21	213	104	60	376	84
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	28	636				
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	15	656				
	# partner organisations at both national and international level that have completed a capacity-building programme on accountability towards the target group.	6	37				

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
50	# partner organisations that have undertaken lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women's human rights.	25	73	288	26	20	24
	# partner organisations that have undertaken lobbying activities targeting national governments, focusing on the national implementation of international women's rights frameworks.	20	66				
	# regional networks and coalitions that have developed joint lobbying and advocacy activities for the implementation of international women's rights frameworks.	8	16				
	# partner organisations that have undertaken lobbying activities targeting national governments, aimed at the effective promotion and quality assurance of social and political participation by women.	16	70				
	# regional networks, alliances and coalitions that have developed lobbying and advocacy activities for the implementation of international frameworks for female leadership and gender mainstreaming.	5	16				
51	# strategies for lobbying and advocacy relevant to UN women's organisations, developed by Oxfam Novib and implemented in collaboration with national, regional and international partners.	2	5	17	13	0	0
	# global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	3	6				

Performance on outcome and output level

The IMPACT alliance approach is towards ensuring women's bodily integrity, seeking to guarantee the rights and conditions for women and girls to safely exercise their autonomy and self-determination over their own bodies. This includes ensuring the right to be free from physical, sexual and psychological violence, forced marriages, unwanted pregnancies, female genital mutilation and involuntary sterilisation; the right to full information and services for safe contraception and abortion, and ensuring free expression of one's sexuality regardless of one's sexual orientation or marital status.

One of the alliance's main objectives (OI 46) is to change attitudes and behaviours of both men and women regarding women's right to bodily integrity. The alliance and its partners implement awareness-raising and educational programmes and campaigns, and in 2013 almost 500,000 women and men were reached and motivated to change their behaviour. In all, more than two million women and men have so far been reached by

the activities and interventions of the IMPACT alliance and its partners. For instance, the We Can campaign has become an important national actor in the Democratic Republic of Congo, with 16 “days of activism” reaching out to more than 22,000 change makers.

Concerning changes in attitudes and beliefs of men and women regarding sexual and reproductive health rights, Oxfam and allies have continued with the implementation of the Universal Access to Female Condom programme. In 2013-2014, over 9,000 women and men were reached through awareness raising activities, including the video Female Condoms Are My Power, My Protection, My Pleasure, which features personal stories linked to the use of female condoms. In Mozambique, the Men for Change programme challenges men’s perceptions of masculinity and women’s position in society (see case below).

CASE: REDE HOPEM – “Homens Pela Mudança” (Men for Change)

The HOPEM network focuses on promoting, advocating and lobbying for a new masculinity, while seeking to provide men with the skills to contribute towards overcoming gender inequality. The main goal is to encourage a systematic questioning of oppressive masculinity patterns, thereby building alternative patterns and behaviours which promote equal rights. The main activities of the programme include:

- *Men in the Kitchen Programme*: aims at promoting gender equality by giving new meaning to a domestic area which is regarded as the sole domain of women;
- *The Arts without Violence Programme*: based on the concept known as ARTIVISMO (arts + activism), which holds that art has the unique potential to convey values, emotions and feelings and contribute to transforming the world;
- *The Man Who is a Man Programme*: explores the potential of the media and social media to shift opinions and promote brainstorming and debate. The programme is a TV debate broadcast weekly on Mozambique Television (TVM), in which participants discuss and criticise taboos, behaviours, attitudes and practices associated with male experiences and viewers can participate by phone.

Results include:

- Men begin to understand gender equality from the moment questions are raised and patriarchal behaviour trends and masculinities are dismantled;
- Artists begin to question harmful masculinity stereotypes and include gender issues in their work;
- The news media becomes engaged in the search for new masculinities and the defence of women’s rights, while CSOs pledge to incorporate approaches favouring male involvement in the promotion of gender equality.

Still, the measurement of positive changes in men’s and women’s ideas and beliefs about women’s bodily integrity remains a challenge. To address it, Oxfam Novib developed the World Citizens Panel (WCP) methodology, an effective and affordable monitoring and evaluation system involving a smartphone app for data collection and statistical reporting. The WCP aims to support IMPACT alliance members and partners to demonstrate the effects of their interventions on the ultimate target group, people living in poverty. The methodology was tested initially in Uganda and is now being rolled out in more countries. In 2013, WCP was used to measure the impact of HIRDA’s interventions in Somalia around female genital mutilation (FGM), as described in the following case.

CASE: HIRDA work on Female Genital Mutilation including campaign Proud of Me and Impact Measurement through the World Citizens Panel methodology.

Female Genital Mutilation (FGM) is a very common practice in Somalia. Religion, tradition and sexuality are among the factors often used to explain and justify the practice, with arguments ranging from cleanliness to prevention of still-births and preservation of virginity to the enhancement of fertility. HIRDA has made the campaign against FGM one of its top priorities and together with its partner AGAD achieved valuable results in 2013.

Although anti-FGM programmes have been implemented for 15 years in Somalia, little information had been known on their long-term impact and whether, and to what extent, they take sustainable hold in the community. To gather data on the current state of FGM practices in Somalia, HIRDA collaborated with Oxfam Novib in a large impact evaluation study. Through the ‘World Citizens Panel’s tool, 16 NGOs⁷ conducted an extensive survey among more than 5,000 respondents (77% women and 23% men) to measure their quality of life and their attitude and behaviour with regard to FGM.

This impact study showed that receiving information on the health consequences of FGM is likely to contribute to a person changing their opinion. The study also found that a transformation has been taking place from practicing

⁷ Ado, agad, ced, dial africa, gecpd, hardo, hijra, hirda gedo, hirda somaliland, hirda mogadishu, kaalo, karaama, nagaan, tass, wasda, wawa

the most extreme form of FGM, infibulation,⁸ to a less harmful form, Sunnah.⁹ This is a positive result for the hard work of NGOs such as HIRDA and AGAD. Nonetheless, FGM is still widespread and social pressure plays a significant role in upholding the tradition. It will take additional resources, time and commitment from ambassadors to reach the behavioural change needed to eradicate FGM.

Concerning the strengthening of women's organisations' capacities (OI 48), the IMPACT alliance has already achieved the target for 2015. Given the positive results in 2012, it has maintained its strategy of supporting alliance building and creation of networks as a way to strengthen women's rights organisations and build their capacity to enhance their outreach and impact.

The IMPACT alliance has therefore continued supporting opportunities for these organisations to come together to make their interventions more secure and effective. For example, regional exchanges were provided through the AMAL programme in which partners from OPTI, Tunisia, Yemen and Morocco share experiences, challenges and successes, leading to the adaptation of national strategies and the strengthening of linkages between national organisations in the countries.

In its pan African programme, Oxfam supports three women's rights networks (AAWORD, FEMNET and SOAWR) that combined count over 1,500 groups and organisations as members across the African region. They support joint analysis of contexts and policy development to inform lobby and advocacy initiatives for better protection of women's rights both nationally and regionally, especially in relation to the African Union protocol on women's rights. A similar approach is followed in the South East Asia region, Oxfam's partner IWRAP worked to strengthening the capacity of civil society organisations to monitor the implementation of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) framework by national governments, while facilitating the participation of about 650 women from 165 countries to attend CEDAW review sessions and engage with the CEDAW committee.

At global level, Oxfam's partner Women's Global Network for Reproductive Rights (WGNRR) facilitated the regional and thematic review of the International Conference on Population and Development (ICPD) Program of Action (PoA), which ends in 2014. The objective was to design a global advocacy strategy directed at influencing the various processes around the development of the New Development Agenda (NDA) and support and enhance the national level influencing strategies of its members.

Regarding OI 50 (specific references to Outcome Indicator 51 are found in section 2.2.5 Programme Right to an identity; 2.2.5.1 MDG 3: Gender; and 2.2.5.1.1 Measures to end violence against women) on policy changes at national level, the results remain at the same level of previous years. On the one hand, there is a need to continue working to maintain existing policies and legislation which are under increased pressure from conservative sectors. On the other hand, there is a need to actually implement already existing laws and making governments accountable for failing to do so. This is the case in South East Asia, where all national governments have ratified CEDAW. In most countries progressive laws are in place on gender equality, domestic violence etc., as are national mechanisms for the advancement of women. However, the prevalence of violence against women is still a serious issue, particularly domestic violence, marital rape, child marriage and trafficking of women and girls. One specific strategy to change this pattern is to work with youth, in particular around sexual and reproductive health rights. For example, Oxfam's partner ARROW and Butterfly Works are developing a joint programme on the use of social media to address issue that are priority for young women and men making their voices heard.

In the African region, Oxfam and its partners have continued advocating for the ratification of the AU protocol on women's rights. Currently 36 of the 54 AU member states have ratified the protocol, partly thanks to the efforts of Oxfam's partners SOAWR, FEMNET and ACORD and direct lobbying by Oxfam. However, continued work needs to be done. SOAWR and FEMNET studied the status of the ratification process and identified the stumbling blocks to ratification in specific countries¹⁰. This valuable insight will be used to further strengthen Oxfam and partners' lobby and advocacy strategies.

New legislation has also resulted from efforts made by the IMPACT alliance and its partners. For example, in Cambodia local partners successfully influenced the content of the National Plan on Violence against Women (NAPVAW) II and the new National Strategic Development Plan (NSDP), both passed at the beginning of 2014.

⁸ Narrowing of the vaginal opening through the creation of a covering seal. The seal is formed by cutting and repositioning the inner, or outer, labia, with or without removal of the clitoris.

⁹ Partial or total removal of the clitoris (a small, sensitive and erectile part of the female genitals) and, in very rare cases, only the prepuce (the fold of skin surrounding the clitoris).

¹⁰ Algeria, Burundi, Botswana, Central African Republic, Chad, Egypt, Eritrea, Ethiopia, Madagascar, Mauritius, Niger, Sahrawi, Arab Democratic Republic, Sao Tome and Principe, Sierra Leone, Somalia, South Sudan, Sudan and Tunisia

In Sudan, Oxfam's partner SORD successfully influenced the Ministry of Social Welfare to request a legislation reform to change the age of marriage and to abolish male guardianship over women.

Conclusion on Right to an Identity

In conclusion, the Programme Right to an Identity: Gender Justice is well on target to meet most outcomes and outputs forecast for 2015, and many goals have already been surpassed. The programme implementation has contributed to – in our areas of control – less acceptance of violence against women and violation of their sexual and reproductive rights. Interventions such as the We Can campaign, Men for Change, Pop Culture with a Purpose, FGM campaign, Aquarius Theater and UAFC have challenged traditional and discriminatory beliefs and ideas and prompted individuals to question their own position and behaviour. It is still difficult to measure how much the behaviour of individuals have actually changed, but we expect that the use of the World Citizens Panel (WCP) and Stories of Change (both are being included as standard component of the MEL strategy in all new programmes on women's bodily integrity) will help us to better analyse and report back.

In terms of gender mainstreaming, there are positive results on ensuring that at both organisational level (number of women in decision making positions, internal gender policies etc.) and programmatic level (gender objectives and indicators in programme design and implementation) met our minimum standards on addressing gender inequality and women's rights in all the work we do. The programme has contributed to creating opportunities for women to participate in public life and organise themselves around their priority issues. We have also increased the capacity of women to exercise stronger leadership that is transformative in nature and challenge power gender relations to create a more democratic environment. Programmes like AMAL in the MENA region have achieved already important results, even when working in a very difficult and volatile context.

2.2 International Lobby & Advocacy

Empowering partners and citizens to influence public and private sector decision makers at local, national and global level is at the core of the IMPACT alliance's approach. This is because we believe unequal power relations are at the root of poverty. To tackle poverty at community level, we must address local-to-global decision making, as due to globalisation these levels are mutually linked.

Oxfam Novib is part of an international organisation with a presence in almost all G20 countries and offices in key locations such as New York, Washington, Brussels and Addis Ababa. Oxfam Novib also works with grassroots organisations in developing countries, which enables us to link local issues to the national, regional and global level. To fully capitalise on this strength, Oxfam Novib and the wider Oxfam confederation have worked to strengthen national-level influencing capacity. For instance, Oxfam Novib has contributed to Oxfam International's national influencing guidelines and provided hands-on support on influencing to country offices and partner organisations in countries including Afghanistan, Cambodia, DRC, India, Mali, Mozambique, Niger, Pakistan and Uganda. A major innovation is that the influencing staff at Oxfam Novib's headquarters have a dual role of supporting influencing at national level in developing countries and also working with allies and Oxfam International on influencing strategies at global level.

The IMPACT alliance has been successful in achieving advocacy results in many areas. Our work on land rights through "Behind the Brands" resulted, for instance, in eight global food and beverage companies adopting groundbreaking new policies to prevent land grabbing in their supply chains. At the same time we worked successfully with national organisations to achieve redress in several local land conflicts, including a successful conclusion of the World Bank Compliance Adviser Ombudsman mediation process in Uganda.

Successes were also achieved in our work on in fragile states. For instance, as a result of our joint advocacy with Pax Christi, protection of civilians is now integrated in the "toetsingskader". Another achievement is the appointment of the first district female policy chief in Afghanistan and the Afghan Minister of Interior's development of a gender strategy for the hiring, retention and professionalisation of women in the Afghan police force.

On tax and inequality, after we launched a report in spring 2013 demonstrating how the Netherlands facilitates tax avoidance, in collaboration with the wider Dutch Tax Justice Network we successfully advocated for improved government policies. The launch of the Oxfam paper on inequality early 2014, which was widely quoted in the Netherlands, is another important step to raise our voice in this critical debate.

Finally, in addition to advocating for economic inequality to be included in the post-2015 agenda, we have worked with the Dutch government to promote that gender justice and violence against women should be included as a stand alone issue.

2.2.1 Programme Right to a sustainable livelihood

2.2.1.1 MDG 1: Private sector and agriculture

2.2.1.1.1 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014 (S+G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014 (S+G)
8	# global partner organisations active in fair markets and trade that have received support in order to strengthen their capacities in the field of lobbying, research and networking.	51	0 + 21	26	38	42	1 + 25
	# research reports about specific themes and business activities in developing countries.	18	0 + 53				
	# information products (user guides, briefing papers, toolkits, websites, etc.).	22	1901				
	# training courses and/or seminars about socially responsible entrepreneurship.	3	0 + 9				
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	22	22	68	79	119	31
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	6	2				
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	453	32				

Outcome 8 (global partners on fair trade and markets, research reports on PS, information products, seminars)

Private sector work is taking off in 15 Oxfam Novib country programmes in various ways, taking into account the context and the concrete opportunities provided by partner organisations and companies. A range of activities have been conducted, from substantial research on linking farmers to local, regional or international markets and developing business models in the preparatory phases, to getting into bilateral partnerships with companies, and by taking a formal seat in sectoral public-private partnerships (PPPs) with governments, research institutes and Dutch or international companies.

In DRC a study on the market feasibility on coffee, palm oil and milk was conducted. A plan to set-up a PPP on the dairy/milk sector has been developed with BuZa-DIO, Agriterra and Oxfam Novib partners. Despite the difficult context the FURAHA coffee cooperative was able to export 33 tons of washed coffee to Japan and California, linking to two importers as part of a tripartite programme involving Oxfam Novib, Twin Trade and UAGAFI. In Zimbabwe there is huge potential for work cooperating with the private sector on agriculture in several commodities. RUZIVO Trust, Agritex and Olivine worked on soybean production and seed commercialisation, reaching out to 4,600 farmers. SME business development was done in the honey and cassava export markets, and is awaiting investors. In Uganda Oxfam Novib participated in setting up B-space, an inclusive business facility where private sector, NGOs and investors meet and co-create new opportunities for the bottom of the pyramid. It was launched in September 2013 in Kampala. In the West Nile region, Oxfam Novib and

partners CREAM and CREFORD are member of the oil seed platform WOSSIP, where they worked on a women's empowerment programme with stakeholders in the value chain including dealers, retail traders and big buyers such as OLAMA to ensure that relevant and affordable inputs are offered commercially to small holder farmers, and facilitate MFIs (micro-finance institutions) to offer their services.

In Nigeria the Kokodoal project involving cocoa trader CONTINAF, Petra Foods, Ferrero Rocher and partner organisation FADU (a farmers' union providing micro-credit) got 4,408 farmers UTZ certification, with support from Solidaridad (training) and ASN (funding). A study on small holder cassava production was completed, leading to joint programming with Dutch company DATCO on high quality cassava flour. In Pakistan Oxfam and partners organised World Water Day with telecommunication provider Mobilink, enabling the sending out of messages on water management and hygiene to almost two million people in three days. It is developing a fully-fledged water programme with company MetaMeta and others. In Sindh province, the private sector was engaged in the tomato value chain programme and several contracts with big supermarkets were signed. Oxfam Novib, partners and SOMO are reviewing corporate social responsibility standards and practices in the cotton sector, to develop a gender-friendly "clean cotton" value chain respecting international standards and making use of existing OECD guidelines and complaint procedures on the effects of certain seeds and pesticides on end users.

In Indonesia, Oxfam and partners are active in three commodities in which the Dutch private sector play an important role: cacao, aquaculture and palm oil. In Bali, 1,500 farmers were able to get 22% higher prices after being certified by UTZ. In aquaculture, a programme on certified shrimp farming was set up with Heyploeg, IUCN, WWF and Oxfam Novib's partner TELAPAK, using the recently-finalised ASC certification system. Oxfam Novib and partners KIARA and ADS have been actively involved in lobbying and advising on this certification scheme. On the palm oil issue, Oxfam Novib in cooperation with Both Ends and local partners has been in the steering committee of the multi-stakeholder initiative RSPO for several years, succeeding in getting small holders' issues on the agenda, including formal complaint procedures (especially on land right issues). In Vietnam, Oxfam Novib takes a seat in two formal PPPs with the government and private sector. In the cacao PPP, which includes Mars, it has a technical advisory role on seeking a viable small holders model, and completed a study on farmers' organisations and ethnic minority engagement in the value chain with partners ISEE and Helvetas which will be used in farmers' training programmes and policy debates. On a sector-wide initiative to get the national pork meat value chain up to EU standards, it takes part in the small holders working group with VION, the Dutch pork meat organisation, to study how small holders – especially ethnic minorities working with the black pig – could benefit.

These examples show the multi-faceted approach of Oxfam: lobbying and campaigning for companies to adopt pro-poor standards and actively contribute to standard setting, while also seeking collaboration with companies and traders to ensure this translates into practice and viable business models. Oxfam itself also invests in the developing socially responsible businesses, and Oxfam Novib works with private sector in fund-raising for its programmes, or seeks its engagement in making programmes successful and efficient.

The growing ambition of programme development on the private sector at country level is accompanied by the new Business for Development department (B4D), which was set up in December 2013. Its private sector engagement team will support country offices to develop private sector programming. In four country offices special posts were established to make promising proposals a reality: in Niger, linking partners to the national dairy sector; in Egypt, promoting small holders' horticultural access to markets; in Laos, linking SMEs working on fair trade in non-timber products with export markets and getting a national fair trade organisation established; and in Vietnam, participating in PPPs in cacao, pig meat, and aquaculture and establishing bilateral projects with companies. These projects are to be implemented next year. The bureau also hosts a pilot on impact investing called ONII (Oxfam Novib Impact Investments) which works in Nigeria, Uganda and Vietnam to scout for national entrepreneurs in the 'missing middle' – too big for MFIs, too small for banks – and provide linkages to business incubation and social impact measurement techniques to make them ready for direct investments from a new Oxfam Novib SME fund. Oxfam Novib conducted two social impact studies with MFI clients of Triple Jump in Morocco and Ghana, using an innovative IT-based approach which directly involved the beneficiaries on a substantial scale. These reports were publicly launched at a Triple Jump seminar and showed the level to which the micro-finance objectives were being realised in practice. This service will be rolled out to other clients in the MFI and SME fund sectors.

Outcome 13 (lobby trajectories in int. companies, IMPACT campaigns, int. companies reached via IMPACT

Oxfam GROW Campaign

Oxfam Novib has put a lot of effort into the global Behind the Brands campaign (about 50% of the lobby capacity is on the private sector), which has yielded important results related to land rights in four countries (Uganda, Indonesia, Honduras and Guatemala), reaching out to at least 800 families in the latter two cases. A lot of

emphasis was also put on the land issue as part of the GROW campaign in East Asia, with national involvement in Cambodia, Indonesia, Bangladesh and Vietnam related to regional advocacy towards ADB and ASEAN.

Behind the Brands

BtB is the GROW campaign's priority public-facing campaign for 2013 and 2014, and aims to engage the top ten global food and beverage companies in a race to the top, challenging them to contribute to a fairer food system. The core of the campaign is a scorecard ranking the ten companies on seven policy areas related to farmers, workers, women, land, water, climate and transparency. The campaign is closely coordinated with and built in collaboration with allies and Oxfam partners in 15 countries.

The first campaign action in March 2013 targeted Mars, Mondelez and Nestlé – the top three chocolate companies – to improve their gender policies in the cacao supply chain, for which a gender and cacao media briefing and public materials were developed. In October 2013 a second campaign action on land and sugar was launched globally, with a research document and public-facing materials such as infographics, social media share graphics, three videos and texts and tweets. The campaign was launched in Cambodia and Brazil, and Coca Cola, PepsiCo and ABF were targeted as the world's biggest buyers and producers of cane sugar. Oxfam Novib also worked with Oxfam France to engage with Danone, with Oxfam America on Mars and Mondelez, and with Oxfam GB on Unilever.

Research was commissioned with Profundo to investigate the financial relationships between six Dutch financial institutions and ten food producers and processors since 2010, as well as 12 major palm oil, soy and sugar traders. The research focused on six Dutch financial institutions: ABN Amro, ABP, Aegon, ING, Pensioenfondos Zorg en Welzijn (PfZW) and Rabobank. This hit the Dutch national media several times (including on Nieuwsuur and Pauw & Witteman).

When Behind the Brands was launched in February 2013, not one of the top ten food and beverage companies had an acceptable land rights policy. Since then eight companies have improved their land policies to include free, prior informed consent, which helps ensure communities are consulted and must give consent before the land they are using is sold. In one year nearly 400,000 supporters spoke up, investors representing billions of dollars asked the companies to act, and civil society organisations joined in urging the companies to address gender and land issues. With the exception of General Mills, all companies improved their overall scores during that year, with the most significant improvements in combined company scores being for land (a 107% increase) and gender (a 55% increase). Seven companies improved their score for gender, especially Mars, Mondelez and Unilever. Five companies have signed up to the UN Women's Empowerment Principles since February 2013, making a total of seven.

In March 2014, PepsiCo followed Coca-Cola in committing to put its full weight behind preventing land grabs in its supply chain, meaning Oxfam managed to put land rights at the heart of mainstream food and beverage industry practice. Associated British Foods (ABF), the other target of Oxfam's campaign, recently created new policies committing to the principle of free, prior and informed consent.

The BtB report was extensively quoted in the Dutch parliament and a number of questions asked by MPs from the Socialist and Labor parties were followed by resolutions on transparency, suggested to the MPs in collaboration with the MVO platform. Minister Ploumen engaged her Brazilian counterparts on the issue of land grabs and indigenous peoples on her trade mission to Brazil, and the Dutch Ambassador to Brazil followed up by requesting a meeting with the affected communities in the north-east of Brazil.

Results in Cambodia (February 2014)

Coca-Cola hired Arche Advisors, a corporate responsibility audit firm from the U.S.A., to conduct a third-party audit of its Cambodian sugar suppliers. The firm met with all stakeholders including the community, NGOs and the company. In the same month, the Cambodian government agreed to a comprehensive solution for rural families who have lost their land to well-connected plantations exporting sugar to the EU. This includes the families in Oxfam's case. This marks the first time the government has publicly agreed to address the problem. State-run news agency Agence Kampuchea Presse (AKP) reported that compensation was on the table and that a third party may be needed to evaluate the system while the government decides how much each family should be compensated.

Important advocacy successes were also achieved in relation to the Bajo Aguan land conflict in Honduras, and justice for over 700 hundred families from Polochic who are demanding that the Guatemalan government keep its promises to provide them with new land after theirs was taken. In April, the government promised to resolve the problem after a public campaign led by Oxfam and local campesino (rural people's) organisations. By September, over 100 of the families already had new land.

The campaign is only one year old, and given the complexity of global supply chains it is not yet possible to comprehensively monitor the impact on people in poverty. However, the substantial commitments made by companies on their policies and action plans will help to prevent future negative social impacts, and commitments have been made to redress current issues in companies' supply chains, particularly in Cambodia and Brazil where we profiled cases of communities losing their land to sugar companies supplying Coca-Cola and Pepsi. Oxfam Novib has worked with ten Oxfam country teams (Cambodia, Pakistan, Mozambique, Indonesia, Nigeria, Brazil, China, Colombia, Mexico, Philippines) and local partners in relation to BtB and its three campaign actions.

Land rights

We have continued our engagement with the government on land rights, working jointly with allies and participating in key political events. First, a special House of Representatives parliamentary debate on 11 February 2013 on the role of the Dutch government, investors and financial sector in land grabbing, following the Oxfam paper "Our Land, Our Lives", led to a high level dial-in with the World Bank in which a number of critical accountability issues were discussed. Oxfam co-developed and submitted a proposal to the World Bank on a new stand-alone safeguard policy on land tenure. The World Bank publicly responded to Oxfam's campaign, making commitments to implement the Voluntary Guidelines on Land Tenure, to strengthen land policies as part of its ongoing Safeguards Review (acknowledging Oxfam's proposal), and to close loopholes in IFC standards allowing companies receiving IFC money through financial intermediaries to engage in land grabbing more easily. (Oxfam's blog to supporters on the outcomes is at <http://blogs.oxfam.org/en/blogs/13-04-24-how-your-campaigning-helping-end-land-grabs>).

On June 11, in a letter to parliament Minister Ploumen stated that she wants "to support Dutch companies, including financial institutions of course, to play a positive guiding role in the promotion of better land governance and the prevention of land-grabs." A roundtable meeting was held with the minister in September 2013 to discuss concrete next steps. The minister promised to map which Dutch companies are involved in land deals and to carry out risk analyses in the agro-food sector within the International CSR (IMVO) policy. As mentioned above, she raised the issues of land rights, human rights and indigenous peoples during her trade mission to Brazil, as well as at the annual meeting of the World Bank. During her visit to Indonesia she offered her counterpart assistance in resolving small holder land conflicts and pointed to the key role of the financial sector. Oxfam Novib also continued ongoing lobby and advocacy work focused on Dutch commercial banks, on preventative policy both within their own direct bank loans and also their wider portfolios. In addition, there has been ongoing engagement and bilateral lobbying of two global Dutch-domiciled pension funds who are major investors in land, APG and PGGM.

Global Link partner GRAIN collaborated with national NGOs in Mozambique and Senegal on water and land grabbing, using documentaries and powerful publications to successfully address land and water grabs by e.g. the Indian food giant Karuturi. Karuturi was found guilty of tax evasion by the Kenyan Government and forced to put its activities there on hold. Partner ETC group published 'Putting the cartel before the horse: who will control agricultural inputs', showing the power of six multinationals (Monsanto, DuPont, Syngenta, Bayer, Dow and BASF) in controlling 75% of private sector plant breeding research and 60% of the commercial seed market.

Results Lobby Fairfood

The Nicaragua team met with Oxfam Brazil, Human Rights Watch, the Inter-American Development Bank and UN Global Compact to explore possibilities for cooperation in research and campaigning. Engagement of companies involved in the sugar-cane industry is starting, as attending Bonsucro Week – a global multi-stakeholder forum which aims to increase the sustainability of sugar-cane production – contacts were made with several brand-owning companies including Unilever, Bacardi, Coca-Cola and Kelloggs.

The Thailand team sustained its relationships with the International Labour Rights Forum, the Environmental Justice Foundation, Finnwatch and others. The team engaged a local research institute and migrant workers' rights network to conduct field research in Samut Sakorn province, the centre of the shrimp processing industry. The Thailand team is still in the research phase and has engaged 15 European companies on their sourcing policies and practices. It participated in a multi-stakeholder meeting convened by the ILO and the Business Social Compliance Initiative, engaging with representatives of the Thai government, private sector and workers' organisations.

In its project on Moroccan tomatoes, Fairfood undertook a capacity development programme for the trade union Fédération Nationale du Secteur Agricole (FNSEA, National Federation of Agricultural Workers), focused on campaigning skills and knowledge. A photography and film project centred on interviews with workers and other stakeholders will generate contextual background and personal testimonies for use in campaigning in 2014. The team work on the GRASP module of GlobalGAP – the most widespread certification label in the Moroccan tomato sector –, including sending them preliminary feedback and recommendations to strengthen their standards based on Fairfood's field research results. The team maintained its scrutiny of a British food company's response

to allegations raised by the FNSA relating to its Moroccan supplier, underlining the need for a structural commitment to respect and engage with worker representation across tomato sites.

The Madagascar team captured imagery and footage to use in future communications. It extended collaboration on vanilla cultivation with the spices programme team of Initiatief Duurzame Handel (IDH, Dutch Sustainable Trade Initiative), Vereniging van Beleggers voor Duurzame Ontwikkeling (Association of Investors in Sustainable Development) and Rainforest Alliance, on information sharing and joint advocacy activities. IDH acknowledged that, in part because of Fairfood's pressure, the sustainable sourcing of vanilla from Madagascar remains on its agenda and also that of companies. Fairfood was invited by the Steering Committee of the Sustainable Vanilla Initiative to comment on a new code for sustainable vanilla, which should form the basis for further collaboration by various companies and align activities that promote improved socio-economic conditions for vanilla farmers. Fairfood also continued to engage in the process of reformulating the SAN Standards, the Rainforest Alliance certification for vanilla. Fairfood presented its message at the Vanilla 2013 Symposium and the International Supply Chain Management Conference, and established productive relations with two companies, Symrise and General Mills; the latter committed to sustainably source ten priority ingredients by 2020, including vanilla.

2.2.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S+G)	Realised Outputs 2013/ 1Q2014 (S+G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	10	32	44	30	19	44
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	6	26				
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	4	5				
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	11	24				
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	1	10				

Performance on outcome and output level

In this result area IMPACT alliance partners SOMO, Fairfood International and Oxfam Novib lobbied at the Dutch and international level and supported partner organisations to lobby companies or governments.¹¹

Oxfam GROW campaign

The Oxfam Novib Global Link programme provides strategic funding support and lobby collaboration at global and national level with several international networks. Partner SEARISE lobbied with national partners in Laos on the country's seeds policy. Third World Network successfully worked on the Nagoya Protocol, a legally binding international treaty on biological diversity, and published 'Nagoya protocol on access to genetic resources and the fair and equitable sharing of benefits arising from their utilisation'. GRAIN play a key role in lobbying on land and water grabbing with partners in Senegal (including the Senethanol case), Mozambique (with the National Peasants Union) and Latin America (with Via Campesina), and published a water grabbing report: 'Africa land deals lead to water giveaway'. As described above, the ETC group launched 'Putting the cartel before the horse: who will control agricultural inputs'.

¹¹ Fairfood International is included in the outputs of this table above although it is a cooperation partner of the IMPACT alliance still. This is because also the expected outcomes and outputs were calculated with Fairfood International contributions.

In the financial sector, Oxfam Novib's Global Link programme works with global networks addressing the need for transparency and accountability among banks and investors. The Bank Information Centre worked with Oxfam offices and national NGOs in seven countries to get their concerns heard on planned World Bank projects and budget support loans to their governments. Jubilee USA are working in a three-year campaign with Oxfam and others to get IMF gold sales profits to benefit the poor, and to stop the private sector using tax havens. This led to the US Senate's Stop Tax Haven Abuse Act in September 2013. Partner BankTrack strengthened capacities of NGOs in the BRICs to track their national banking sector, through research and online-training.

Country offices

In several Oxfam Novib country offices, projects and partnerships with the private sector have been set up to promote small holder farmers' access to the national and sometimes also regional and international markets. Where feasible, Oxfam Novib links partner organisations with companies who are interested and willing to work with small holders in their value chains, upholding CSR standards. In some cases, Oxfam Novib staff took the lead in getting actors together and introducing CSR standards to all parties.

CASE: Tax Justice lobby by the IMPACT alliance (SOMO and Oxfam Novib)

In 2013, research by SOMO and Oxfam significantly contributed to parliamentary debates on the negative impact of the Dutch fiscal regime in developing countries, and to some first steps to change this policy change towards coherence with development goals. The upheaval started with a documentary by VPRO's Tegenlicht called *The Tax Free Tour*. Oxfam published a report in May 2013 on the revenue loss that developing countries suffer through the Dutch mailbox company system, followed by a SOMO paper on double taxation treaties in June, explaining the specific disadvantages of Dutch tax treaties for developing countries and resulting revenue losses per country. SOMO has continued research in recent years into the impact of the Dutch fiscal regime on developing countries through literature reviews and company research. Whilst researching tax avoidance remains challenging due to the lack of fiscal transparency, in 2013 SOMO succeeded in developing a number of methodologies to calculate revenue losses. This has significantly contributed to ensuring a more development-focused parliamentary debate and a number of policy commitments.

As a result of the tax treaty report, SOMO has been invited to provide expert input in the upper house of parliament to talk about the negative impact of the Dutch fiscal regime. Parliament passed a motion calling for independent research on the negative impact of the Dutch fiscal regime by the public auditing office (Algemene Rekenkamer), which is currently assessing the feasibility of this. Furthermore, the new minister for trade and development Ploumen and then-Finance Secretary Weekers announced an impact assessment carried out by their ministries with regard to Dutch bilateral investment and tax treaties on policy coherence for development. It remains to be seen how these commitments are followed through in practice; SOMO will critically monitor whether the necessary policy changes are actually implemented.

Despite the success in influencing policy debates, SOMO has found that actual policy reform that would significantly reduce the massive capital flows through the Netherlands for tax and investment protection purposes remains very limited. It appears that vested interests in maintaining the current fiscal regime are so influential that on top of civil society research and advocacy, more public pressure is needed to enforce meaningful reform. SOMO has therefore decided to spend more time and effort popularising its research results and disseminating them in social movements. In the coming years SOMO will therefore align its research agenda more closely with active social movements and their demands.

Eerlijke Bankwijzer, Eerlijke Verzekeringswijzer and International BankWisers

As part of the Eerlijke Bankwijzer (Fair Bank Guide), Oxfam Novib and partners have launched four case studies: on nuclear arms, animal welfare related to transport of animals, transparency and accountability, and human rights and extractive industries. We have updated the Bankwijzer to include a new subject: sustainable housing. We have continued our engagement with the Dutch financial sector, focusing on these and other areas such as climate change, land rights and the forest fires in Sumatra. In collaboration with IKV, Oxfam Novib also published a case study on investments of banks and pension funds in companies involved in arms trade and dual use trade to Syria, and engaged banks and pension funds on this topic again six months later.

In April 2013, we organised a large public event on the fourth anniversary of the Eerlijke Bankwijzer. 120 people participated, including eight banks, a few pension funds, NGOs, research organisations, and civil servants from several ministries. The Eerlijke Bankwijzer, chaired by Oxfam Novib, co-initiated with SNS Bank and co-organised with SNS Bank, ASN and Rabobank an expert meeting in April for Dutch financial institutions and NGOs on sustainable housing, with a focus on implementation of climate policies and reducing carbon emissions, in which 40 people participated.

In September 2013, as a result of the success of the Eerlijke Bankwijzer, we launched the Fair Insurers Guide (Eerlijke Verzekeringswijzer). This is an initiative of the same coalition of six organisations, although Amnesty

International has the lead in the Eerlijke Verzekeringwijzer. In March 2014, in cooperation with Ernst & Young and the Ministry of Finance, we organised a 'learning meeting' with the banks on investments in livestock transport and transparency.

Alongside the effort to secure funding for the new project, 2013 saw further development of the various national BankWisers. In September, at the SIDA premises in Stockholm and with funding from Sveriges Konsumenter (SV) and Oxfam Novib, the BankWiser Methodology and Research Group gathered to prepare the testing and updating of the methodology for assessing the performance of the banks, proposals for joint case studies and the basics for a global and national BankWiser websites. Long-time partners of Oxfam Novib, Prakarsa from Indonesia and IDEC from Brazil, were included in this initiative and contribute innovation to BankWiser on the theme of financial inclusion of poor and middle class people, SMEs and the informal sector.

Another innovative issue is the rights of bank employees, which is elaborated by the Brazilian BankWiser. FairFin in Belgium proposed to include in BankWiser the issue of the contribution of banks to the real economy. Oxfam France is the only other Oxfam that leads a BankWiser initiative in an important financial country, while leading consumers' organisation Sveriges Konsumenter leads the Swedish BankWiser, has been crucial in getting funding for BankWiser International from SIDA, and inspired us to extend our work beyond banks to other key players in the financial sector through a MoneyWiser. Jacsces, a leading Japanese NGO on the financial sector, has joined the initiative and it is hoped that our Japanese Oxfam colleagues will become involved as well.

Given the diversity of the background of the lead organisations and the composition of the coalitions, we trust that BankWiser International will continue to contribute to address poverty and promote sustainable development.

2.2.1.2 MDG 7A: Safeguards for a sustainable living environment

2.2.1.2.1 Better adaptation to climate change by the poor, and deceleration of biodiversity loss

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
6	# partner organisations that have sufficient knowledge to determine the impact of climate change in areas in which they are active, and whose capacities have been strengthened so that they can use them for lobbying purposes.	18	58	23	28	19	25
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	15	31	29	21	67	16
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	2	24				

Performance on outcome and output level

In line with Oxfam Novib's corporate plan, climate change has not been a priority in the advocacy work of the IMPACT alliance in 2013. As mentioned earlier, in 2014 and possibly 2015 Oxfam's GROW campaign will pay attention to climate change under the name of Food and Climate Justice, including extra focus by Behind the Brands.

The target outcome for 2015 was already met in the previous two years. Combined with the GROW campaign, it is our pan-African team who are active at the pan-African level on both outcome indicators, with better than expected results. The team engaged especially with the new partner PACJA (Pan African Climate Justice Alliance) to ensure pro-poor climate change response policies and strategies are adopted at national, regional and global levels. They will advocate for equitable, people-centred and ambitious international climate policies and strategies that are responsive to African realities and concerns. They also seek enhanced media coverage of Africa climate change issues. On 5th June 2013 PACJA organised the first of its annual ACCER Awards on African Climate Change and Environment Reporting. The initiative aims to increase public and political attention

for climate change and to help enhance the quality of African journalism. By the end of the reporting period, the competition was ongoing for the 2nd ACCER Awards.

From 20 October to 2 November PACJA held “weeks of action” on climate change. As well as PACJA, partners PELUM, ACORD and ESAFF also worked on climate change related items.

Outcome indicator 7 is part of the theme Struggle for Land, Water and Food. Results here are above the planning, again due in large part to the pan-African programme. Partners such as ESAFF have trained farmers’ organisations on subjects including on how to campaign for seeds rights. ACORD initiated a dialogue under the title of ‘promoting agricultural cooperatives as key to feeding the world’, bringing together policy and decision makers, CSOs and farmers to dialogue on the role agricultural cooperatives play in improving food security. ESAFF also trained trainers on how to plan and conduct public expenditure tracking at local government level. As seen in 2.1.1.1. in the case of Angola, this kind of training makes it possible for civil society to hold their own government accountable for investing in rural areas and the development of small holders.

2.2.1.3 Theme: Good governance and building civil society

2.2.1.3.1 Non-governmental actors’ participation and say in political processes at various levels

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
4	# partner organisations active in land, water and food, which are given support in order to strengthen their capacities in the field of lobbying, networking, research and accountability.	86 (74 +12)	41	129	47	69	50 + 32

Performance on outcome and output level

22 of the 35 global partner organisations under output 4 are part of Oxfam Novib’s pan-African programme. An example of partners’ work under this outcome indicator comes from the Eastern and Southern Africa Small Scale Farmers’ Forum (ESAFF), which developed policy analysis tools and provided training for farmer leaders in policy analysis, campaign, advocacy and lobbying techniques in Southern Africa. It provides guidance on how to empower members to effectively engage and meaningfully participate in policy making processes in the Eastern and Southern Africa region. In the SADC region, most civil society organisations working on influencing food security policy changes are mainly focused at the national level, yet some policies are also discussed and agreed at the regional level, where however there is minimal participation of the affected stakeholders. It is therefore important to build the capacity of small holder farmers to engage in policy dialogues at the regional level, as well as local and national.

2.2.2 Programme Right to basic social services

2.2.2.1 MDG 2: Education

2.2.2.1.1 Greater participation in formal and non-formal primary education

Outcome IMPACT alliance	Output	Target Output 2013/ Q1 2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	0	0	3	3	0	70

N.B. Outcome 55 involves international lobby and advocacy work so it appears both in the MDG as well as in the international lobby and advocacy chapter.

Performance on outcome and output level

Although the IMPACT alliance did not specifically work on mobilising the Dutch public on education, Oxfam Novib does support the Global Campaign for Education (GCE) Netherlands. They unfortunately did not meet their goal to reverse the austerity measures of the Dutch government on education, but did ensure that the Dutch government and parliament took more action towards the responsible transition and completion of education programmes supported by the Netherlands. The GCE NL campaign *First to School (Eerst naar School)* demonstrated the major national and international commitment to education, because within a short time 70 Dutch organisations signed the campaign's manifesto, as did 50 foreign and international organisations. This provided an opportunity to strengthen and to expand the platform on education in developing countries.

Oxfam Novib also supports GCE International, who coordinated a very collaborative process to produce the Education Aid Watch 2013 report, a joint effort by the GCE Global Secretariat, GCE national coalitions in Australia, Canada, Denmark, France, Germany, Japan, Ireland, the Netherlands, Spain, the US and the UK, and some INGO partners. By the end of 2013 this report had been finalised: 11 coalitions contributed detailed profiles of each of their government's bilateral aid programmes, and INGO partners contributed sections on multilateral financing and emerging donors.

The IMPACT alliance continues work on fairer financial systems, which has developed into a larger Oxfam International campaign on Inequality: Finance for Development and Essential Services. In the Netherlands this campaign focuses on tax and has been a collaboration between SOMO and Oxfam. To raise awareness about the issue we contributed to the VPRO Tegenlicht documentary 'The Tax Free Tour', which gained a lot of media and political attention in March 2013. In the same month, we co-organised the Globalisation Lecture by Alvin Masioma from Tax Justice Network Africa. In May 2013, Oxfam and SOMO published a paper outlining how the Netherlands facilitates tax avoidance and how this impacts on developing countries. This paper was well referenced in media and parliamentary debates.

In cooperation with TJNL (Tax Justice Netherlands), the IMPACT alliance lobbied the Dutch government to take a proactive position at the EU, OECD/G20 and to implement unilateral changes to stop facilitating international tax avoidance.

The IMPACT alliance also initiated phase one of the Dutch public campaign on Tax Justice (see below case study) in early 2014 to increase awareness, and mobilised the public to increase political pressure on Dutch ministers, parliamentarians and MEPs (we will start phase two around the EU elections in May 2014). Next to the Dutch campaign, Oxfam Novib prepared and contributed to Oxfam International's public campaign on inequality that will be launched at the end of 2014. In January 2014, ahead of the World Economic Forum in Davos, Oxfam launched a report on extreme economic inequality, which was also launched by Oxfam Novib in the Dutch media.

CASE: Research sparks Dutch tax haven debate

Wealthy individuals and multinational corporations are adept at using complex schemes to exploit loopholes, while also pressuring developing countries to offer them tax incentives for locating operations in that country.

While the CRAFT project has had successes in developing countries, we have simultaneously kept up the pressure in the Netherlands. In collaboration with IMPACT alliance partner Somo, we published two research reports showing how the Netherlands facilitates tax avoidance – through the so-called "letterbox company" system, and through double taxation treaties – and used innovative methodologies to calculate the effects on developing countries.

The research attracted significant media attention – as did a VPRO television documentary we co-funded, which prompted Dutch Labour party leader Diederik Samsom to take the high-profile step of calling the Netherlands a tax haven. SOMO was invited to give expert evidence to parliament, and ministers announced an investigation. The issue of tax justice is now on the EU and OECD agenda as well as that of the Dutch government; however, given the strength of vested interests opposing reform, it will be necessary to mobilise significant public pressure in support of taking meaningful action.

2.2.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2013/ Q1 2014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	13	19	24	12	8	9
	# Southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	10	9				
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	4	13				

Performance on outcome and output level

For Southern campaigning we have reached our target goals for 2015. This year saw many good examples of Southern campaigning accomplishing its goals both within country and globally. Both in Bangladesh and Uganda, through the work of several partners, there are great examples in the above Essential Services section where through lobby and campaigning improvements were made to the education systems.

2.2.2.2 MDG 4,5,6; Health

2.2.2.2.1 Better availability of preventive measures, treatment and/or care

Outcome IMPACT alliance	Output	Target Output 2013/ Q12014	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying, campaigns and budget monitoring for SRHR.	8	1	11	9	3	0
25	# Dutch citizens that have been mobilised by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.	0	0	16	2	1	0
	# lobbying activities and products aimed at persuading decision-makers and opinion leaders in the Netherlands and other donor countries to invest more money more effectively in SRHR and HIV.	1	0				

Performance on outcome and output level

The IMPACT alliance has advocated for more availability of preventive measures to ensure young women and men have access to quality health services. This result strongly connects to work done in the programme on gender justice. Under KPI 24, with Southern campaigning around implementation of effective lobbying, campaigns and budget monitoring for sexual and reproductive health rights, the targets were already met before 2013. Although there was not a focus on SRH in 2013, some partners working on it had training on capacity building, but this was counted within KPI 21.

For KPI 25, as explained in previous sections, this is a conscious choice not to campaign in the Netherlands on SRH but to focus on the GROW campaign and the inequality campaign.

2.2.3 Programme Right to life and security

2.2.3.1 Theme: Fragile States

2.2.3.1.1 A safer society for all citizens

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
34	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	6	2 (0+2)	21	14	17	36
	# national governments that have been held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy.	4	38 (2 + 36)				

Performance on outcome and output level

The lobby work to achieve improved civilian protection by governments and international organisations is mostly carried out by Oxfam Novib and the Oxfam confederation itself, through the Rights in Crisis campaign, and is well on track.

For outputs achieved as a result of financial support provided by Oxfam Novib to the Oxfam International Rights in Crisis campaign, please refer to section 2.1.3.2.1 'A safer society for all citizens especially women'.

Oxfam Novib's work on the protection of civilians has been jointly implemented with PAX (formerly IKV Pax Christi). Through quality reports and information based on facts on the ground and the voices of affected people, we have encouraged members of parliament to demand that the government develop a protection of civilians strategy, as well as to make protection of civilians one of the considerations when performing a constitutional check regarding possible military missions. We have successfully proposed several recommendations regarding the integration of protection of civilians in the comprehensive approach and in the review framework towards the Dutch Advisory Council on International Affairs for its report '*wisselwerking tussen actoren in internationale samenwerking: naar flexibiliteit en vertrouwen*'.

In November 2013, the government endorsed the proposed resolution, implying that protection of civilians will be included as one of the criteria in the assessment framework for decision-making about the deployment of military units abroad. This will need to be implemented and evaluated.

Oxfam Novib has for a long time actively lobbied for a reduction of the irresponsible international arms trade and a global, binding arms trade treaty. We cooperate in the Control Arms Coalition with PAX and Amnesty International. In March 2013 we launched the Oxfam/SaferWorld report "Getting It Right: The pieces that matter for an Arms Trade Treaty", outlining the key weaknesses in the current draft treaty and using case studies to illustrate the impact that a comprehensive and robust treaty could have on the many conflicts currently raging around the globe. In addition, we lobbied parliament and the Ministry of Foreign Affairs to get support to include ammunition and small arms in the treaty.

On 2 April 2013, the General Assembly adopted the landmark Arms Trade Treaty (ATT), regulating the international trade in conventional arms, from small arms to battle tanks, munitions, small arms, combat aircraft and warships. This is a significant achievement after years of difficult negotiations, including a veto by the US, the effect of which we worked hard to overcome through strong lobbying of other UN member states. The simple fact that human rights and arms trade are recognised as being linked is a major breakthrough. The text includes strong criteria around international humanitarian and human rights law, as well as sustainable development, anti-corruption measures and gender-based violence.

Oxfam Novib is proud to have actively contributed to this long and successful campaign. We have worked on multiple levels: global (UN Security Council), regional (EU and AU), national (capitals), and local (partners). Creating collaboration amongst governments that backed the treaty was of crucial importance. We worked shoulder-to-shoulder with a constantly-increasing progressive group of Southern governments to collectively overcome the resistance of powerful UN players.

The Dutch Minister has applauded the collaboration between NGOs and governments in the formulation of the international treaty: "Particularly IKV Pax Christi, Amnesty International and Oxfam Novib have played a leading role in this. This is a form of innovation of international policy which needs support."

The Protocol on African Women's Rights, for which the Oxfam pan-Africa programme advocates, demands respect for UNSC Resolution 1325. As such, in the countries where we campaigned through SOAWR (Solidarity for African Women's Rights) for national ratification, domestication and/or implementation of the AU Protocol on African Women's Rights, we indirectly lobbied for the application by member states of UN Resolution 1325. This means we reached 33 governments (eight ratified between July 2010 and March 2014, seven ratified earlier, and 18 have not ratified yet).

Also in the Netherlands, we actively engaged in several national action plan working groups with a focus on having UNSCR 1325 taken into account in the design of Dutch police missions, to ensure sustainable and inclusive security. The case below describes how we have worked on this for Afghanistan.

CASE: Women, peace and security Afghanistan: Women in the Police

With the withdrawal of foreign troops by the end of 2014 and transfer of security to the Afghan government, the security situation in Afghanistan is deteriorating. The Afghan Ministry of Interior has failed to effectively protect women or to involve them in ensuring their own security. Increasing the number of female police in the Afghan National Police Force and ensuring they play a meaningful role will further help to tackle violence against women and girls and enable them to fully contribute to the development of Afghanistan. Taking into account a future where conservative movements like the Taliban will play a political role, creating a gender-sensitive police and justice system is critical to ensure women's rights remain protected.

Oxfam Novib's influencing strategy was based on the assumption that the Afghan government and international donors would be more willing to step up their engagement on ensuring women-inclusive security when presented with concrete ways to do so. Oxfam Novib played a critical role in translating 'women's rights' into concrete actions, and was the managing Oxfam affiliate for this influencing campaign, playing a critical role in its development and implementation. Oxfam Novib worked closely with Afghan civil society partners such as the Research Institute for Women, Peace and Security (RIWPS) and the Peace Training and Research Organisation (PTRO).

In 2013 and 2014 Oxfam Novib engaged in meetings for fact finding or lobby purposes, feeding recommendations to a wide range of Afghan and international stakeholders (e.g. the Ministry of Interior and actors working closely with the Ministry such as the UNDP's Law and Order Trust Fund (LOTFA), the International Police Coordination Body (IPCB), NATO and ISAF, and foreign embassies including the Dutch Embassy). Through the report "Women and the Afghan Police: Why a law enforcement agency that respects and protects females is crucial for progress", published by Oxfam in September 2013 and accompanied by media and lobby activities, Oxfam Novib aimed to highlight the need for women police to a larger Afghan and international public. Oxfam Novib's allies were the Afghan Ministries of Women's Affairs and Hajj and Religious Affairs, the Dutch Ministry of Foreign Affairs in the Hague, the European Union's Police (EUPOL), and UNAMA, sharing the same position and pushing for changes.

As a result of Oxfam Novib's influencing activities, in March 2014 the Ministry of Interior prioritised the need for professional police women in the police force, followed by the appointment of the first female district police chief and chief of staff at the airport in Kabul, as well as adopting a gender strategy. The Ministry of Interior publically acknowledged this being the result of Oxfam's work. Though UNAMA and UNDP were initially hesitant to actively promote women in the police due to risks, they agreed to refocus and build all necessary infrastructure to support women-inclusive security reforms. These accomplishments will ultimately have impact on the ground, leading to greater retention and quality recruitment of police women and increased access to justice for women reporting on gender-based violence. Active engagement of Afghan civil society and other government actors will add to the sustainability of the process.

2.2.3.2 Theme: Good governance and civil society building

2.2.3.2.1 Non-governmental actors' participation and say in political processes at various levels

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
33	# innovative methods developed by the IMPACT alliance and used to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	0	4	27	17	20	22

Performance on outcome and output level

Oxfam Novib and its partners are working to raise the voice of civilians affected by conflicts at the international level. The output for 2013 (4) is higher than the planning. The target outcome for 2015 has already been reached. For outputs achieved as a result of financial support provided by Oxfam Novib to the Oxfam International Rights in Crisis campaign please refer to section 2.1.3.2.1 'A safer society for all citizens especially women'.

Oxfam Novib is campaigning for a political solution to the conflict in Syria, advocating for the inclusion of voices from civil society into the peace process and for a halt to the flow of arms and ammunition to all sides of the conflict. We have publicly condemned the indiscriminate targeting of civilians in Syria and any use of chemical weapons in particular, and have urged all parties to respect international humanitarian law. Oxfam Novib has strongly opposed the proposed military intervention, as this would likely worsen the situation for the Syrian population and the region. With other organisations, Oxfam strongly reminded president Obama on his own words: *"there is no solution to the crises other than a political one"*. We mobilised supporters in the US to urge their members of Congress to vote *"No"* on a resolution granting president Obama limited authority to launch a military strike on Syria in response to its reported use of chemical weapons against civilians. During the UN General Assembly discussions on Syria in September 2013, a global petition through Change.org was presented by Oxfam and partners, calling for presidents Obama and Putin to put their differences aside and take a crucial step towards finding a peaceful solution to the crisis. More than 100,000 people in over 150 countries around the world have signed the joint agency petition in support of Syria peace talks.

Oxfam and partners campaigned in 2013 and 2014 to ensure that CSOs, particularly women's groups could engage in the peace process in Geneva/Montreux. Oxfam, along with other INGOs such as WILPF, supported their involvement by standing behind CSOs and women activists; amplifying their messages and voices in policy products and the media; and creating pressure on influential actors who are developing processes such as Brahimi's mission: the US government, Russia, and the UN Department for Political Affairs.

In May 2013 the Africa Rights in Crisis (RIC) campaign took off with the launch of the "50 Places, 50 Voices" project. The goal of the RIC campaign in Africa is to foster greater peace and security across the continent and increase gender equality in conflict-affected communities. We are guided by the need to address the basic underlying causes of conflict, meet the protection needs of men, women, boys and girls in and after conflict, and build positive and holistic peace which promotes gender justice. To make concrete progress towards this, we want authorities in conflict-affected countries to implement their agreed international and regional obligations as they relate to gender justice, protection and building peace, particularly around the participation of women. We want neighbouring governments, regional institutions, donors and international bodies to put pressure on these authorities to do this.

Key to achieving this was:

1. Mobilised African voices – particularly younger, creative and activist voices – on these issues, to show public support and solidarity to have access to and pressurise leaders to action;
2. Raised the voices of women affected, getting women and men to demand the implementation of state obligations such as the Maputo Protocol and provisions of UNSC 1325, among others; and
3. Used Oxfam's credibility, in-depth knowledge and media profile to directly influence authorities and institutions at the country, regional and international level.

The 2013 priority countries were the DRC, Mali, Somalia, South Sudan and Sudan. The campaign was launched at an event in Addis Ababa that was officiated by Oxfam International Executive Director Winnie Byanyima and supported by five people coming from conflict-affected communities in the DRC, Mali, Somalia, Sudan and South

Sudan. It was attended by diplomats (heads of missions from Uganda and Tanzania, and deputy heads of missions in Mali, Sudan and South Sudan), AU representatives, civil society and local and international media.

The campaign has produced a booklet with pictures and messages from 50 Africans; a film with messages to leaders at the AU; blogs from the Oxfam International Executive Director; and a campaign pack with joint campaign messaging and separate country profiles. At the same time, *Africans Act 4 Africa* – an important avenue for public engagement during the 2010/11 drought in the Horn – has been reactivated, and is gathering fresh momentum.

January 27th 2014 saw the launch of the DRC Protection Report, in which Oxfam reports on the findings of meetings with people in 30 conflict-affected communities in North and South Kivu, discussing how the conflict affects their lives. For maximum high level presence and media coverage, the launch of the report was organised alongside the AU Summit. The same Oxfam actors organised a platform for dialogue with Mary Robinson (UNSG Special Envoy to the Great Lakes Region) on the Peace, Security and Cooperation Framework Agreement (PSCF). The event involved representatives of various CSOs and other non-state actors working in the DRC.

On 1st February 2014, alongside the African Solidarity Initiative event, Oxfam's Somalia and Oxfam International-African Union advocacy teams organised a photo exhibition at the AU headquarters in Addis Ababa. The exhibition formed part of the Somalia campaign's objective to "contribute to shifting the narrative on Somalia in other countries away from focusing on terrorism, piracy and hunger and towards a story that reflects the realities of Somalis living in the country". It featured photographs taken by Petterik Wiggers of ordinary citizens: schoolchildren, pastoralists and shopkeepers. (Photographs are accessible on the Oxfam website: <http://www.oxfam.org/en/development/somalia/different-perspective-photos>).

Oxfam technically and logistically supported RiC partners to lobby during the AU summits in May 2013 and January 2014. In the week preceding the January 2014 summit, the Sudan team participated in a forum for Sudanese and South Sudanese civil society in Addis Ababa, organised by the Darfur Relief and Documentation Centre. The meeting's purpose was to map out the obstacles to human rights and sustainable peace, explore advocacy options and harmonise advocacy activities. The forum resulted in two statements regarding human rights and conflict in both countries. The issues raised were then brought up again during an inter-agency press conference held by OI-AU, in which the Sudan team's advocacy lead implored those present not to forget the situation in Sudan as other crises break out.

Oxfam has provided training to partners to sharpen their ability in message formulation and delivery, advocacy planning, targeting and approach to various AU structures, and alliance and network building.

In collaboration with the Institute for the Promotion of Civil Society, Oxfam Novib has worked with local civil society in four counties of South Sudan to strengthen their capacities in the fields of influencing, increasing space and campaigning for rights. As a result of the activities, local civil society capacity in operational, management, strategic and outreach skills has increased. Community leaders have been sensitised on human rights issues, stronger collaboration between all levels is taking place and institutional capacity of law enforcement and local authorities is strengthened.

Oxfam Novib partners including Gate48 and Palestine Link, both addressing the Israeli-Palestinian conflict, organised a range of activities in 2013 to raise awareness among the Dutch public of the impact which the Israeli occupation is having on ordinary Palestinian and Israeli civilians. Gate48 organised a research mission for a group of six experts from different fields (international law, children's rights, youth psychiatry, youth criminology and pedagogy) to study the situation of Palestinian children in Israeli military detention. The group assessed the situation from their different perspectives and expertise, and Gate48 will publish the report in April 2014. The report will be used for visible campaigning, targeting the media, the general public and decision-makers, and as such will contribute to developing a critical consciousness amongst the Dutch public.

Palestine Link has succeeded in bringing Palestinian experts to the Netherlands to jointly visit the Dutch Ministry of Foreign Affairs and have discussions with MPs and with Royal Haskoning DHV on the lack of Palestinian sovereignty over its resources. It has also built valuable relations with higher educational institutions in the Netherlands, and has successfully organised a college tour around the issue of sovereignty over resources.

In Palestine partner organisations continued their engagement to address the continuing military occupation and prevailing impunity for the violation of international human rights and international humanitarian law. For example, partner organisation PCHR made 15 submissions to UN bodies including the Human Rights Council (HRC), Universal Periodic Review (UPR), special rapporteurs, working groups and treaty bodies. Advocacy efforts are used to defend Palestinian human rights and influence international public opinion against human rights violations committed by the government of Israel, as the blockade of Gaza and the occupation continue.

Partner organisation Yesh Din also engaged in media outreach and public advocacy on a regular basis in order to raise awareness in Israel and abroad on three key issues: settler violence, settlement expansion and accountability of Israeli armed forces in the occupied territory. Yesh Din representatives travelled to Washington DC, Chicago and New York on an intensive advocacy mission including meetings with policy makers, elected officials, lawyers and journalists, and leaders of the progressive Jewish community in the US. The aim was to discuss and raise awareness of Yesh Din's analysis and policy recommendations based on legal proceedings and research.

In conclusion, the advocacy and campaigning work carried out in 2013 on improved civilian protection and in raising the voices of civilians affected by conflicts is in line with expectations. A huge amount of effort has been put in by both partners' and Oxfam Novib's own staff to highlight the plight of civilians in crisis and influence positively the behaviour of duty bearers with regard to the world's worst conflict-affected countries, such as Syria, South Sudan, Somalia, Afghanistan, DRC and OPT. It is positive to see that, after a period of build-up over recent years, Oxfam Novib's Rights in Crisis advocacy and campaigning capacity is now, generally speaking, adequately resourced and equipped and has the necessary procedures in place.

CASE: #With Syria

In March 2014 the #WithSyria global campaign was launched in thirty five countries as we approached the anniversary of the Syria conflict on the 15th of March. This was an unprecedented popular movement, not taking any sides, but standing in solidarity with those caught in the conflict. A collective appeal was launched by global organisations and key individuals calling on political leaders to sign up to a pledge to do everything they can to make this the last anniversary marked by bloodshed. A series of actions highlighted the call built around the global release of "With Syria" balloons by children from around the world, the lighting up of iconic buildings, messages of solidarity from high profile individuals, and a campaign video taking inspiration from Banksy's image of hope.

Oxfam Novib and Amnesty NL successfully took the lead in implementing the #withSyria campaign in the Netherlands. On a very short notice we were able to develop a coalition with nine Dutch-based organisations working in Syria. Syrians living in the Netherlands were also involved in the campaign. We secured the cooperation of one of the country's most iconic buildings, Amsterdam's Rijksmuseum, to be part of a global art project to draw attention to the situation in Syria. A specially made work of art by British graffiti artist Banksy was projected onto the Rijksmuseum at the same moment as other iconic buildings around the world, including the Eiffel tower, the Sydney Opera House and Red Square in Moscow. On 13 March hundreds of people held a vigil at the Rijksmuseum with the giant Banksy projection, while having impressive speeches of Dutch and Syrian representatives.

This led to massive media (TV, radio, papers) and social media (Twitter, Facebook) attention. Syrian refugees living in the Netherlands felt truly supported by the Dutch #WithSyria campaign.

2.2.4 Programme Right to social and political participation

2.2.4.1 Theme Good governance and civil society building

2.2.4.1.1 Non-governmental actors' participation and say in political processes at various levels

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
42	# lobby initiatives in which the right to free association / space for civil society is being defended	21	763	151	172	57	48
	# organisations involved in citizen dialogues in favor of space for civil society	41	3,996				
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	19	658				

Performance on outcome and output level

The high output results can be largely attributed to Oxfam Novib's involvement in the World Social Forum that took place in Tunisia. It offered a welcome space for dialogues and coalition building in the wake of continuous civil society repression worldwide. Exemplary of the situation in several African countries is the case study of Mozambique about how civil society weakness and government hostility are mutually reinforcing each other, unless action is undertaken.

CASE: Civil society in Mozambique

In 2013, Oxfam Novib published a study on civil society and change in Mozambique. It intends to explain the dynamics, processes, actions, and influences of civil society and social movements in provoking change in Mozambique, with a view to improving the well-being of communities and citizens in a general sense. The hypothesis presented by the study is that the combination of limited access to information, an existing education model which does not stimulate a civic culture, and high levels of illiteracy do not favour the emergence of social movements or a critical civil society capable of confronting political powers and demanding policy changes.

The study shows that civil society organisations in Mozambique work within a climate of distrust on the part of government authorities, especially when they are working in the area of governance. Mozambique has few experiences of social movements, despite the determining factors for their emergence being theoretically present. The potential for the free exercise of civil and political rights is reduced by the limited level of knowledge of rights, weak access to public information and information on policies and governance issues, lack of confidence in the political and democratic institutions and the repressive character of police forces. Civil society is the primary vector in the promotion of the values of citizenship, one of the paths to strengthening of knowledge and consciousness of rights; however, fears over existing political institutions and weak technical and financial capacity determines their vulnerability to capture by the government elites.

The study found that despite civil society having gained important space in the arena of policy debate, it has little influence on change in Mozambique. The government has been inflexible and intolerant of criticism. The spaces created for dialogue on policy, such as development observatories and local advisory councils, are important means for political bargaining yet experience indicates that in a practical sense these spaces have not been relevant for policy debate or for confrontation regarding policy options. For example, Macuane, Salimo, and Do Rosario (2010), Forquilha and Orre (2012), and Macuane (2012) found that these spaces are serving to accommodate the interests of the government and the party in power. Local community actors who participate in local councils are coopted by the incentive of future benefits through accessing the District Development Fund.

Evidence points to the interests of the governing elite outweighing the interests of civil society and citizens. However, pressure from civil society and social movements can lead to social change when:

1. The issues and strategies are supported by a large coalition of organisations and have large social support;
2. Visibility and awareness around socio-political issues increase as a result of media attention. In these cases there is potential to establish a relationship between the desired change and the political cost on the part of the government when obstructing;
3. The issues which require change are of interest to a significant number of citizens, and politicians foresee political costs in denying change; and
4. The issues interest and benefit political actors and officials of bureaucracy.

This study indicates that collective action derived primarily from individuals – in a context of high illiteracy, low levels of schooling, limited access to information, and lack of democratic culture – is more likely to occur if there is an external stimulus encouraging individuals to share common values around a strong sense of injustice and dissatisfaction with basic deprivations created by bad policies. Platforms are essential in this process due to the synergies they bring about and the potential for increasing the number of people and groups that identify with the same causes. Likewise, networks have a greater chance of producing political results than actions taken individually.

2.2.4.1.2 Political, administrative and societal checks & balances

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	17	24	60	68	113	3,895
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	35	39				
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	3	15				
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	5	18				
	# trajectories that monitor the budgets of international institutions and businesses.	6	3				
	# lobbying initiatives that focuses on fair taxation and the role of the international corporate sector.	5	6				
	# trajectories that monitor income from mining and the oil industry.	2	7				

Performance on outcome and output level

Because of some exceptional results in Nigeria, the outcomes on improved access to (budget) information have been very high in the past year. The work of Oxfam Novib's partners CISLAC, CODEP, NDEBUMOG, WIPNET and Actionaid Nigeria centred around transparency and accountability in the Niger delta. Through successful advocacy work, especially on the part of CISLAC, a record number of cases concerned the revealing of Nigeria's oil and gas audit reports. Other country programme initiatives focused on the political checks and balances with regard to fair taxation and natural resource income monitoring. Performance is well under way. Two case studies indicate the type of progress being made.

CASE: Campaigning for tax justice through CRAFT

The Capacity for Research and Advocacy for Fair Taxation (CRAFT) project has been developed through collaboration between Oxfam Novib and partners with a view to achieve accountable, fair and pro-poor tax systems. Partners are trained to improve their research and advocacy skills and meet twice a year during strategy meetings. So far the project has accumulated a vast amount of research and policy documents and the public and private policy work has achieved some modest results, most notably in Uganda.

The CRAFT project strengthens civil society through training, action research, policy advocacy, civic education and global alliance building, and advocates for tax reforms that ensure progressive taxation. Through CRAFT Oxfam Novib manages a global consortium which provides a platform for dialogue between different stakeholders in Uganda, Mali, Senegal, Nigeria, Niger, Tunisia, Egypt, Ghana and Bangladesh. CRAFT facilitates mutual linking and learning among partners and allies from participating countries. CRAFT contributed enormously to a better understanding of and insight into tax issues: 14 baseline studies and action researches generated an imposing amount of new tax justice knowledge and data giving a firm basis for both the civic education and advocacy campaigns. Also, on continental and global level the research outcomes contribute to stronger advocacy arguments for fairer tax systems. Global CRAFT trainings and meetings proved effective capacity building events, which greatly enhanced knowledge, understanding and skills related to fair taxation of around 2000 people from more than 100 organisations including NGOs, CBOs and tax authorities.

As a result of CRAFT the first moves towards new tax policies are being seen, and country-led CSOs and others are now involved in further evolving initiated policy changes in Nigeria, Senegal, Bangladesh, Egypt, Uganda and Ghana.

In May 2013 Oxfam Novib¹² published a paper outlining how the Netherlands facilitates tax avoidance and how this impacts developing countries. This paper was well referenced in the media and in parliamentary debates. The research of Oxfam, combined with other research and publications by NGOs and journalists, urged the Dutch government to initiate research into bilateral tax treaties with developing countries and to support an international initiative aimed at increasing reporting requirements for companies. We also helped to achieve that additional research will be done next year to gain insight into the benefits and costs (for the Netherlands and for other countries) of tax evasion through the Netherlands. Media and public outreach activities included contributing to the VPRO Tegenlicht documentary 'The Tax Free Tour'¹³ that gained a lot of media and political attention. Alvin Mosioma, director of the African Tax Justice Network – which is supported by Oxfam Novib, and an important partner in our CRAFT project – delivered the 39th Globalisation Lecture¹⁴ and Oxfam Novib Campaigns Director Tom van der Lee took part in the subsequent panel discussion. Our intense lobby, together with others, and public pressure through the media have resulted in raising the issue on the agenda of the EU, OECD, G8, G20 and the Netherlands. Discussions have never been so intense and at such a high level, and various policy shifts have already taken place.

Oxfam Novib has contributed to the development and preparation of Oxfam's big international public campaign on inequality, in which tax justice will play an important part. As a stepping stone to this campaign, which will be launched later in 2014, in January at the World Economic Forum in Davos Oxfam launched a new report on economic inequality and political capture. It was the biggest Oxfam paper ever in terms of media and social media reach, and was also widely covered by Dutch media. In February 2014, Oxfam Novib started phase one of the Dutch tax justice public campaign to increase awareness and use the public to increase political pressure on Dutch ministers and parliamentarians as well as Dutch MEPs in the EU (we will start phase two around the EU elections in May 2014).

Improved democratic governance provides citizens with increased power over their own lives. Taxation is at the heart of the social contract between citizens and their government, as expressed in the slogan "No taxation without representation", and as such shapes public accountability to citizens. This goes beyond the role of citizens as voters and results in enriched public debate and scrutiny over the use of public money, and ultimately more equitable national and international tax policy environments. The general assumption is that increased tax revenues eventually provide higher levels of funding for public services, such as health and education, which has an impact on all people living in poverty. In one concrete case, tax incentives were scrapped – except for social expenditure such as medical equipment – by the Ugandan Minister of Finance, as a result of recommendations made by Ugandan MPs at a meeting organised by CRAFT Uganda.

CASE: Transparency in mining in Niger

The case study discussed here is part of a project with the main goal of promoting transparency and accountability in the extractive industries sector by advocating and capacity building in participative budgeting in the municipalities where mines are located. Civil society mobilisation and activism in Niger, thanks to the support provided by Oxfam Novib and with advocacy support by Oxfam France, resulted in an increased awareness among Niger's citizens on extractive industries issues, more transparency and probably a stronger will of the Niger government to obtain a more fair and balanced agreement with French mining company Areva. This is a good example of effective inter-Oxfam collaboration, making use of the added value of each Oxfam affiliate: Oxfam Novib is strong in working with and supporting local partners, while Oxfam France has a focus on advocacy and entry points in France to put pressure on Areva.

Uranium exploitation by Areva, and its relations with the Niger government, used to be sensitive and taboo but have now become a topic of public debate and topic of the discussion among Niger citizens, especially in urban areas. That is why, as the renegotiation of contracts between Areva and Niger started in 2013, Niger citizens – at the initiative of ROTAB – for the first time in their history demonstrated in the streets to demand a balanced partnership and transparency in the negotiation process. The protest marches organised in Niamey by ROTAB in December 2013 and February 2014 each mobilised from 2000 to 5000 people. 50 civil society organisations have rallied to ROTAB to form a common front and continue the fight.

¹² <http://www.oxfamnovib.nl/Redactie/Downloads/Rapporten/DeNederlandseRouteBP21052013.pdf>

¹³ <http://tegenlicht.vpro.nl/afleveringen/2012-2013/tax-free-tour.html>

¹⁴ <http://www.felix.meritis.nl/en/agenda/39th-globalisation-lecture-this-is-as-good-as-we-can-make-it-tax-justice>

2.2.4.1.3 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	9	20	98	66	100	24
	# global partner organisations that, partly due to their use of new media, have strengthened their cooperation with regional, national and local organisations in order to monitor and report on human rights violations.	15	9				
	# partner organisations that have taken on a pioneering role in the use of new media in collecting and sharing information in order to call governments, companies and international institutions to account.	7	9				

Performance on outcome and output level

The outcomes and outputs have significantly dropped compared to last year due to the phasing out of some global partners, in line with Oxfam Novib's policy to refocus its global programme on new partners. Interestingly, though, an increasing number of interconnections were made between global initiatives or partner organisations, initiated at country level. In Yemen and the Maghreb, collaboration has been initiated with global partners Bank Information Centre and AMARC respectively. The case study on Nigeria's connection with the Extractive Industries Transparency Initiative (EITI) is similar example.

CASE: Extractives industry transparency in Nigeria

The Extractive Industries Transparency Initiatives (EITI) is a global coalition of governments, companies and civil society organisations working together to improve openness and accountable management of revenues from natural resources. Its overall objective is to transform resource flows into an engine for growth and development in resource-dependent economies.

Nigeria joined the multi-stakeholder initiative in 2004 and in 2007 became the first country to domesticate the initiative into a local act called NEITI. Oxfam Novib identified the 2007 NEITI Act as a good opportunity to increase transparency on revenues from extractive industries in Nigeria, the source of about 90% of the government income. Despite Nigeria being the sixth-largest oil producer in OPEC, 70% of Nigerians live below the poverty line, due to corruption and inefficient resource management. It is anticipated that effective implementation of the NEITI Act will ultimately impact positively on the use of the resources derived from oil, with huge potential for poverty reduction.

Oxfam Novib identified a strategically-important implementing partner, the Civil Society Legislative Advocacy Centre (CISLAC), in 2009 to lobby for NEITI's effective implementation in Nigeria. CISLAC is a non-governmental, non-profit, advocacy, information sharing, research and capacity building organisation. Its mission is to strengthen the link between civil society and the legislature through advocacy and capacity building for civil society groups and policy makers on legislative processes and governance issues. It emerged from the need to address the gaps in legislative advocacy work of civil society and government access to civil society groups.

The acceptability of the project in Nigeria has largely contributed in achieving far-reaching results, both expected and unexpected. The NEITI Secretariat was named the best implementing nation in Sydney in April 2013, due to the timely release and credibility of audit reports and effective follow up on their findings. Trainings, media programmes for awareness creation, legislative engagement and sustained lobby and advocacy by CISLAC contributed to this recognition. CISLAC was also able to secure commitment to intensify remediation by involving independent CSOs in monitoring the implementation of the remediation plan. The Legislative Committees on

Extractives also made a commitment to further engage CSOs on a long term basis, as it now plays a more effective supervisory role in the implementation of the NEITI Act.

CISLAC's support has helped the NEITI secretariat to attain a great measure of stability. Its commitment to ensuring that transparency and accountability prevail in the extractive sector are manifest in its audits, most recently the 2009-2011 audit report an 2007-2010 solid mineral audit, both released on July 30 August 2013.

2.2.5 Programme Right to an identity

2.2.5.1 MDG 3: Gender

2.2.5.1.1 Measures to end violence against women

Outcome IMPACT alliance	Outputs	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	21	213	104	60	376	84
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	28	636				
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	15	656				
	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	6	37				

Performance at outcome and output level

Concerning the strengthening of women's organisations' capacities (OI 48), the IMPACT alliance has already achieved its target for 2015 and given positive results in 2012, it has maintained its strategy of supporting alliance building and creation of networks as a way to strengthen and build the capacity of women's rights organisation to enhance their outreach and impact.

As mentioned in previous sections, the hostile environment for civil society organisations working on women's rights has persisted in 2013-2014. Therefore the IMPACT alliance has continued supporting opportunities for these organisations to come together and support one another, making their interventions both more secure and more effective. Movement building at national, regional and global levels is a key intervention of the Right to and Identity: Gender Justice Programme. More detailed analysis and information for this outcome can be found in sections 2.1.5 Programme Right to an identity; 2.1.5.1 MDG 3: Gender; and 2.1.5.1.3 Measures to end violence against women.

Outcome IMPACT alliance	Outputs	Target Outputs 2013/ 1Q2014 (S +G)	Realised Outputs 2013/ 1Q2014 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/ 1Q2014
51	#strategies for lobbying and advocacy relevant to UN women's organisations, developed by Oxfam Novib and implemented in collaboration with national, regional and international partners.	2	5	17	4	0	0
	#global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	3	6				

Performance on outcome and output level

As reported in previous years, this outcome indicator is quite specific as it refers to policy changes that ensure the proper functioning of UN Women, the UN women's agency. The main result sought was to secure enough resources and a functioning system for the agency, enabling it to monitor the implementation by governments of human rights frameworks for women. Since UN Women was established in 2010, the IMPACT alliance and in particular Oxfam Novib has continuously advocated – together with partners – for national governments (including the Dutch government) and international entities to support its work. We strongly believe that through UN Women, the international community can effectively and systematically call governments to account for the implementation of international women's rights frameworks, especially on the elimination of violence against women. We have succeeded, together with partners and allies, in ensuring the establishment of a working structure for UN Women within the UN system. Our focus now is to guarantee that this entity is able to properly monitor the implementation of women's rights frameworks by national governments.

Within the IMPACT alliance, Oxfam Novib – in the context of joint work as Oxfam International – leads Oxfam's engagement with UN Women. Our long-term objective is that countries commit to the development of accountability mechanisms to implement existing policies to end violence against women (VAW), focusing on its root causes. To that effect, since 2010 Oxfam has been calling for a Comprehensive International Action Plan (CIAP) to end VAW as a means to ensure accountability and expedite progress. UN Women is the main agency working on VAW, so our aim remains ensuring the agency has sufficient resources to support countries to implement these existing policies and to ensure the respect and protection of women's rights around the globe.

In March 2013 and March 2014, Oxfam actively participated in the 57th and 58th meetings of the Commission of the Status of Women (CSW) with a lobby strategy aiming to promote the CIAP among UN and government representatives. Oxfam produced a briefing note "Making the case of a comprehensive international action plan to end violence against women" which we have used consistently to influence our target audiences. As a result of Oxfam and partners working tirelessly on this issue, UN Women and countries acknowledge the problem of the accountability gap and recognise that efforts are needed to improve the implementation of existing policies. UN Women has used Oxfam-proposed language on the need for an action plan. Although this is not yet the policy change we aim for, it is first good step and contributes to changing the narrative of the UN system regarding government's accountability to women's rights.

In the Dutch context, Oxfam Novib, as member of the IMPACT alliance, has continued with its lobby work towards the Ministry of Foreign Affairs and members of parliament. The Nota Ploumen shows that the Dutch government focuses more than before on VAW. We cannot attribute this result entirely to our work, but we would like to think that this may be a spin off of advocacy for UN Women in which we have stressed that more work needs to be done to end VAW. Oxfam's input to the Dutch government concerning the need for a standalone gender goal in the post-2015 development framework, including a specific target on VAW, has been consistently used in the public position statements of the government and the Netherlands, which has become an outspoken supporter of the VAW target.

2.3 Capacity of partner organisations

The IMPACT alliance believes in the power of organised groups of citizens working to structurally reduce poverty. They can amplify the voices of people, represent the interests of marginalised groups, play a watchdog role to hold governments and the private sector accountable and influence sustainable change. Whether civil society can fulfil its potential depends on two aspects: space to operate, and the internal capacity of organisations. This chapter describes the results of IMPACT alliance activities to strengthen the internal capacity of partner organisations in the period under review. The following chapter 2.4 reflects on the strength of civil society space.

Since capacity building is a key intervention strategy for the IMPACT alliance and at the core of our way of working with partners, this chapter is also closely linked to the previous chapters 2.1 and 2.2 and to the section about Partner Policy (3.6). In chapters 2.1 and 2.2 the capacity building results are interwoven with the results of the IMPACT alliance as categorized per MDG. Chapter 3.6 provides an explanation of our policy and ways of working regarding partnerships, and presents a brief summary of our latest partnership satisfaction survey that took place at the end of 2012. Where appropriate, reference to these chapters is made.

The starting point of this chapter is the results of the IMPACT alliance's Organisational Capacity Assessment Tool, which is based on the so-called "5C model" for assessing and measuring the organisational capacity of partners. We thereby differentiate between four ways to build the capacity of partners:

- Tailor-made trajectories: Based on dialogue and interaction with partners. The dialogues are informed by an organisational capacity assessment, our added value and expertise, and contextual developments. Support can be provided directly by staff of alliance members or by third parties, possibly other partners with a certain expertise (such as in the linking and learning approach).
- *Embedded in the planning, implementation and evaluation of a project*: A crucial part of our planning, monitoring and evaluation is asking critical questions to partner organisation to stimulate their reflections and learning on both the project's progress and the quality of implementation. We also consider our active participation in the development of new project proposals and feedback on reports, Terms of References, evaluations and audits as valuable capacity building activities.
- *Enabling exchange and networking between organisations*.
- *Thematic learning*: Pro-active thematic support through e.g. learning events and webinars.

2.3.1 Methodology

The IMPACT alliance's Organisational Capacity Assessment Tool is a web tool that is used in all countries in which we work to monitor partners' organisational capabilities as perceived by IMPACT alliance staff and partners. The tool allows relatively easy collection of data that reflects the perception of the capacity of a partner organisation by a staff member of the alliance and the partner organisation itself. The results of the assessment can be downloaded per partner and are used in dialogues with partners to determine the most appropriate capacity building trajectories. At a national and globally-aggregated level, the results are also used to report at outcome level about capacity building to the Ministry.

To allow comparison with other MFS2 alliances, the Ministry of Foreign Affairs indicated that monitoring reports on partners' capacities should be based on the so called 5 Capabilities Model (5C Model). The assessment tool aggregates data for all five Capabilities:

1. Capability to Commit and Act
2. Capability to Achieve development results
3. Capability to Relate
4. Capability to Adapt and self-renew
5. Capability to Achieve Coherence

The respondents are asked to assess each capability on the basis of four sub-topics by using one of six answer categories ranging from "not at all" to "fully". The tool also allows respondents to include brief explanations related to each capability. Afterwards, the results of the assessment are used in a dialogue with partners to determine tailor-made capacity building needs.

The Organisational Capacity Assessment Tool was first used in 2011 and the results served as a baseline to assess the capacity of the partners in all the countries in which we work. The results have also been used in dialogues with partners and to make an informed decision about the focus for capacity building. This informed the decision to make financial sustainability a focus area for capacity assessment, as Oxfam Novib staff and partners had expressed via the tool that this was a priority area for capacity building. Humanitarian capacity was defined as a second priority.

These two focus areas complemented the existing focus area of influencing, which throughout the years has become of increasing importance. The significance of building local capacity on lobby and advocacy was again strongly reflected in the new Oxfam Strategic Plan (OSP) that was launched in 2013, and in the results of the Midterm Review (April 2013). Both documents explain that Oxfam Novib is committed to playing a key role in building the lobby and advocacy of staff and partners to create a Worldwide Influencing Network (WIN) as an affiliate of the Oxfam confederation.

The IMPACT alliance uses six thematic priorities to pro-actively inform capacity building trajectories:

1. Struggle for Land, Water and Food
2. Fair Markets and Financial Systems
3. Access to Quality Education
4. Conflict transformation
5. Access to Information
6. Women's Bodily Integrity

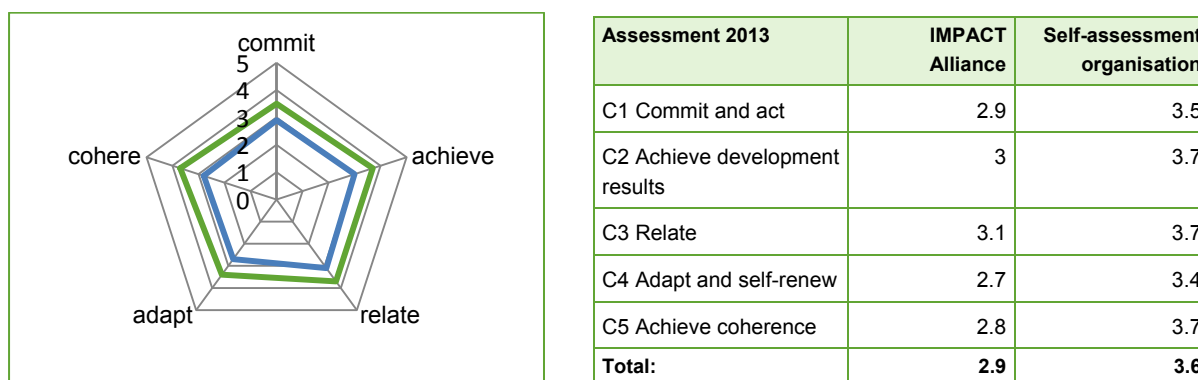
Based on the thematic priorities we have organised learning events, thematic communities and webinars for partners and staff of the IMPACT alliance. The learnings within the thematic priority areas are elaborated in chapter 3.8 to describe our progress on learning and knowledge and innovation management.

2.3.2 Analysis IMPACT alliance Organisational Capacity Assessment Tool 2011-2013

In early 2013, a second organisational capacity assessment was made with the IMPACT alliance Organisational Capacity Assessment Tool. In total, 71% of the partner organisations did a 5C self-assessment in 2013. All partners were assessed.

A first observation of the results of this assessment is that partners rate themselves higher than the staff member of the IMPACT alliance. The pattern in the partners' self-assessments is however identical to the one in the assessment by IMPACT alliance staff, implying that there is agreement on the relative strengths and weaknesses. This is made visible in Figure A, which shows the aggregated scores of assessments made by IMPACT alliance staff and partners.

Figure A: Average scores Organisational Capacity Assessment 2013



Legend

- █ Assessment by IMPACT alliance 0.0 Not at all / absent 3.0 Considerable
- █ Self-assessment organisation 1.0 Low 4.0 High
- 2.0 Moderate 5.0 Full / completely

A second observation is that the capacity building priorities perceived by both IMPACT alliance staff and partners are still in line with the focus area of financial sustainability that was decided on in 2011. All respondents were asked to select three priorities from the list of 20 topics under the five capabilities for future organisational capacity development. Figure B shows that IMPACT alliance staff and partners have similar views on the priority areas: strategic and operational planning, and financial positioning. This matches with our capacity building effort on financial sustainability.

Figure B: Top 3 Priorities Impact Alliance and Partners in 2011 and 2013

Priorities	Impact Alliance Members		Partner Self-Assessment	
	2011	2013	2011	2013
1	C1.4 Financial position	C1.4 Financial position	C1.4 Financial position	C1.4 Financial position
2	C1.1 Strategic & operational planning	C2.2 Sustainability of results	C1.1 Strategic & operational planning	C1.1 Strategic & operational planning
3	C4.1 Adaptation of strategies	C1.1 Strategic & operational planning	C1.2a Human resource management (HRM) and qualifications	C1.2a Human resource management (HRM) and qualifications

A remarkable result was found when comparing the aggregated results per capacity from 2011 with 2013. As presented in figure C; the average scores from 2013 are identical to 2011. In 2011 we made a conscious decision to report the results of the 5C Capacity Assessment at an aggregated global level in our reports to the Ministry of Foreign Affairs, to allow partners and staff a safe space to assess their own capacities. However, aggregated results now prove to have limitations to show our results over a period of time.

Figure C: Organisational Capacity Assessment by IMPACT Alliance staff; 2011-2013

Capability	Assessment 2011	Assessment 2013
C1 Commit and Act	2.9	2.9
C2 Achieve development results	3.0	3.0
C3 Relate	3.1	3.1
C4 Adapt and self-renew	2.7	2.7
C5 Achieve Coherence	2.8	2.8
Total	2.9	2.9
Total Partners	358	380

The figures suggest that no changes have been perceived in this period in the capacity of organisations. We know that this is very unlikely. First of all, the dynamics that exist at partner and country level completely disappear at a global level. Figure C shows for example that in Burundi, the average score has significantly increased by 0.5 points; 4 out of 5 Capabilities also show an increase of 0.5 points. This dynamic is not reflected in global averages.

Figure D: Average scores Organisational Capacity Assessment for Afghanistan, Burundi and Mozambique

Country	No. Partners		C1		C2		C3		C4		C5		Total	
	2011	2013	2011	2013	2011	2013	2011	2013	2011	2013	2011	2013	2011	2013
Burundi	10	6	3.2	3.7	3.3	3.9	3.8	3.7	2.7	3.4	3.3	3.8	3.2	3.7
Mozambique	16	23	2.8	2.7	2.8	2.9	2.8	3.0	2.2	2.4	2.7	2.7	2.7	2.7
Afghanistan	13	12	3.3	3.0	2.6	2.9	3.0	2.7	2.7	2.8	2.8	2.9	2.9	2.9

Second, the changes in partner portfolios that have taken place in this period should have an effect on the scores. Figure C shows for example that in Mozambique six more partners participated in the 2013 assessment than in 2011. In Burundi four fewer partners were assessed. In other words, different organisations have been assessed in 2011 than in 2013, but this does not become visible in the global averages.

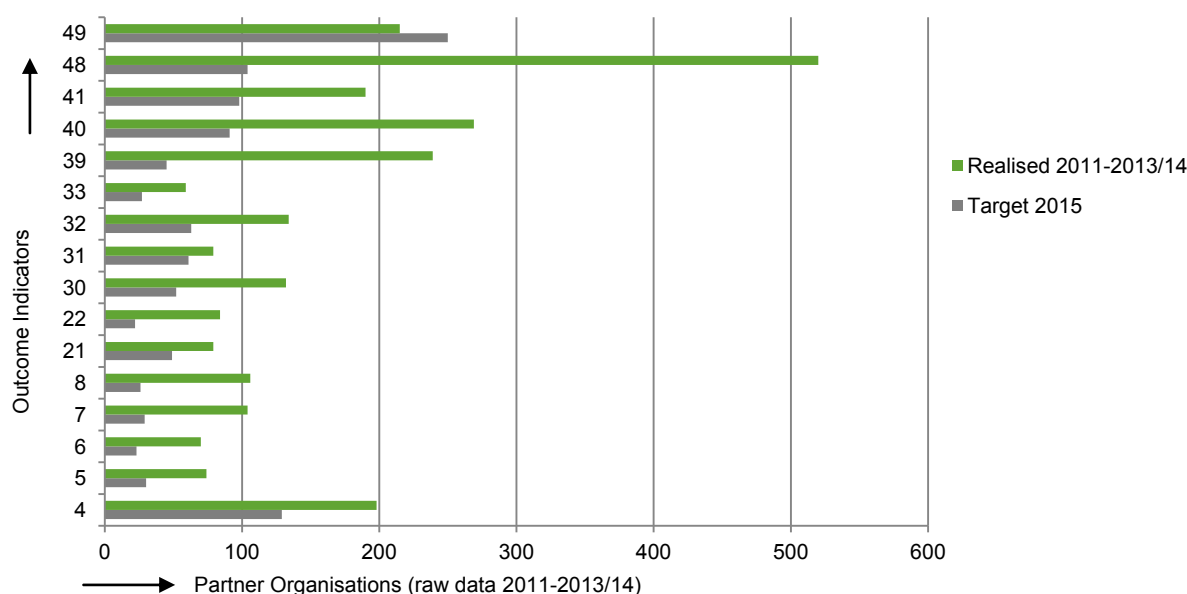
Thirdly, we had anticipated that staff turnover would influence the results. The web tool registers the *perception* of organisational capabilities, and perceptions are coloured by the lens through which we look at them. We know that the respondents that made the assessments in 2011 are not the same as in 2013. Due to decentralisation, Oxfam Novib staff has changed significantly, but changes in perception can't be identified in the globally aggregated scores.

Last but not least, available data from our reporting in annual reports, case studies and through Outcome Indicators show inspiring achievements in the area of capacity building. 15 of our 53 Outcome Indicators are used to monitor our key intervention strategy “Building Civil Society” (see list of IMPACT Alliance: Building Civil Society Outcome Indicators) The results on these 16 indicators are based on monitoring through visits and progress reports of partners by staff of the IMPACT alliance. While we still need to determine the extent to which the same partners are double counted in the consecutive years, it is safe to say that for at least 12 out of 16 indicators, we have already reached our target for 2015. This is based on the sums of the 2011, 2012 and 2013/14 results. The sum of the results on Outcome Indicators 5, 6, 7, 8, 22, 30, 32, 33, 39, 40, 41 and 48 are already more than twice what we had planned for 2015. For the other four indicators we have reached between 86% and 161% of our target. (Figure E: IMPACT Alliance: Building Civil Society Outcome Indicators ‘Building Civil Society’) In other words, we are on or ahead of schedule to reach our capacity building targets as planned with our Outcome Indicators. Unfortunately these indicators are thematically organised and not directly relatable to the 5C model, nor visible in the results of the capacity assessment with our 5C tool.

In short, the usefulness of the Impact Alliance Organisational Capacity Assessment Tool for reporting at a global and national level is limited. It wrongly suggests that at global level none, and at national level limited changes are perceived. This makes it problematic to interpret the results of the 5C assessment to monitor the results of our capacity building efforts. An analysis of the results at partner level might provide more relevant insights, but this would conflict with our earlier decision to report only at national and global level to provide a safe space for partners and IMPACT alliance staff to assess the capacities of an organisation.

As an answer to this dilemma, we have decided to provide a deeper understanding of the results of our capacity building work in recent years based on available information from our country annual reports, case studies and the Outcome Indicators. They are categorised by the focus areas financial sustainability, humanitarian capacity, influencing and thematic priorities.

Figure E: IMPACT Alliance: Building Civil Society Outcome Indicators ‘Building Civil Society’



List of IMPACT Alliance: Building Civil Society Outcome Indicators

- Outcome 4 No of Partner Organisation better able to communicate at the national and international levels the voice of people in rural areas living in poverty
- Outcome 5 No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)
- Outcome 6 No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda
- Outcome 7 No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda
- Outcome 8 No of globally working partner organisations with stronger lobby capacity for getting onto the agenda for regional and international bodies, investors and internationally operating companies the issues emerging from national organisations and movements around land, water and food
- Outcome 21 No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)
- Outcome 22 No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes
- Outcome 30 No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)
- Outcome 31 No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods
- Outcome 32 No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and have improved accountability towards the local people
- Outcome 33 No. of partner organisations that can show through cases to be able to express the voice of civilians in conflict areas in the international debate about conflicts and the quality of the (inter)national assistance.
- Outcome 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)
- Outcome 40 No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women
- Outcome 41 No. of cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media
- Outcome 48 No. of women’s organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women’s human rights
- Outcome 49 Number of partner organisations that have developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)

Figure F: IMPACT Alliance Organisational Capacity Assessment 2011-2013 – per country

No	Country	No. Partners		C1 Commit		C2 Achieve		C3 Relate		C4 Adapt		C5 Cohere		Total	
		2011	2013	2011	2013	2011	2013	2011	2013	2011	2013	2011	2013	2011	2013
1	Afghanistan	13	12	3.3	3.0	2.6	2.9	3.0	2.7	2.7	2.8	2.8	2.9	2.9	2.9
2	Angola	13	14	2.7	2.8	2.7	2.9	3.1	3.3	2.8	2.9	2.9	3.0	2.9	3.0
3	Bangladesh	17	20	2.3	2.5	2.5	2.5	2.4	2.5	2.1	2.1	2.4	2.3	2.3	2.4
4	Burundi	10	6	3.2	3.7	3.3	3.9	3.8	3.7	2.7	3.4	3.3	3.8	3.2	3.7
5	Cambodia	13	18	3.6	3.4	3.4	3.3	3.7	3.7	3.2	3.2	3.4	3.5	3.5	3.4
6	DR Congo	13	13	2.5	3.1	2.6	2.9	2.6	3.0	2.3	2.6	2.3	2.7	2.5	2.9
7	Egypt	13	13	3.1	3.1	3.3	3.3	3.1	3.2	3.0	3.0	3.1	3.2	3.1	3.2
8	Laos	8	7	2.4	2.8	2.6	2.3	2.7	2.9	2.2	2.6	2.3	2.5	2.4	2.6
9	Mali	10	12	2.7	2.3	2.7	2.1	2.6	2.3	2.0	1.9	2.7	2.0	2.5	2.1
10	Morocco	4	6	2.9	3.3	3.1	3.7	3.2	4.5	2.2	3.4	2.4	3.7	2.7	3.7
11	Mozambique	16	23	2.8	2.7	2.8	2.9	2.8	3.0	2.2	2.4	2.7	2.7	2.7	2.7
12	Myanmar	15	16	2.9	2.7	2.9	2.8	3.1	3.0	2.6	2.3	2.5	2.4	2.8	2.6
13	Niger	10	13	3.0	2.3	3.5	2.5	3.6	2.8	2.6	2.1	2.6	2.0	3.1	2.4
14	Nigeria	16	16	3.0	3.1	3.1	3.1	3.3	3.5	2.9	3.1	2.9	3.2	3.0	3.2
15	Netherlands	0	3	0.0	3.2	0.0	3.2	0.0	3.3	0.0	2.8	0.0	2.9	0.0	3.1
16	Pakistan	15	15	3.0	2.6	3.0	2.8	3.2	2.7	3.2	2.5	3.0	2.5	3.1	2.6
17	Palestine	21	21	3.2	3.4	3.3	3.4	3.3	3.3	2.8	2.8	3.1	3.3	3.1	3.2
18	Rwanda	9	6	2.9	2.8	3.1	3.3	3.1	3.2	2.9	2.8	2.4	2.5	2.9	2.9
19	Senegal	4	5	2.8	2.5	2.4	2.6	2.8	2.8	2.7	2.0	3.1	2.3	2.8	2.4
20	Somalia	22	22	2.5	2.7	2.6	2.8	2.4	2.9	2.3	2.3	2.6	2.7	2.5	2.7
21	South Sudan	6	8	2.5	3.5	3.0	3.7	2.9	3.9	2.6	3.4	2.5	3.4	2.7	3.6
22	Sudan	9	7	2.9	2.7	3.2	2.8	3.1	3.1	2.8	2.4	2.7	2.9	2.9	2.8
23	Tunisia	0	9	0.0	2.5	0.0	2.4	0.0	2.9	0.0	2.2	0.0	2.3	0.0	2.5
24	Uganda	16	12	2.7	3.2	2.7	3.3	2.7	3.3	2.5	3.1	2.7	3.3	2.7	3.2
25	Vietnam	8	9	2.8	3.2	2.9	3.1	2.9	3.1	2.5	2.7	2.6	3.1	2.8	3.1
26	Yemen	0	3	0.0	1.8	0.0	1.7	0.0	1.9	0.0	1.8	0.0	1.8	0.0	1.8
27	Zimbabwe	13	15	2.6	2.5	2.6	2.5	3.0	2.7	2.4	2.1	2.6	2.6	2.6	2.5
28	Global actor strategies	64	56	3.2	3.2	3.2	3.3	3.5	3.5	3.0	3.0	3.1	3.1	3.2	3.2
	Total	358	380	2.9	2.9	3.0	3.0	3.1	3.1	2.7	2.7	2.8	2.8	2.9	2.9

2.3.3 Financial sustainability

Discussions about the financial sustainability of partners are standard procedure within Oxfam Novib and reflect our ambition to support development of a strong, autonomous civil society. The majority of capacity development related to financial capacity and sustainability takes shape in the cycle of proposal processing, approval and monitoring and evaluation. Critical dialogue is an essential part of the funding relationship between the IMPACT alliance and the partner. One of the tools used in this dialogue is RAMON, a risk assessment tool to address the financial and governance risk assessment of Oxfam Novib partners. If together we identify capacity gaps, a capacity building trajectory is included in the proposal or as follow-up work. Such activities are fundable by the

alliance. As a result, the bulk of actual capacity development related to financial sustainability takes place in the context of project development and implementation.

After the decision to focus on financial sustainability, we developed and piloted in 2012/13 material for supporting partners on this topic. Two permanent positions were created to provide support to country offices and partners on monitoring, evaluation and learning and one with a focus on finance. Modules and materials are continuously being further developed, improved and contextualised during each support mission and made available to staff in support of their role to develop capacity of partners.

Below, the first case describes an example of building financial sustainability based on a specific trajectory with a partner organisation (Metta) with involvement of an external expert. The second case describes one of the trajectories that is developed and implemented by Oxfam Novib itself in close collaboration with country staff, partners and external experts.

CASE: Metta wins OFDA accreditation in Myanmar

Years of consistent engagement, reflection and support in following up financial capacity building of partner organisation Metta resulted in it becoming in early 2014 the first Myanmar NGO to secure OFDA (Office of U.S. Foreign Disaster Assistance) accreditation. This accreditation allows access to OFDA funds for humanitarian programming.

In 2013/14, Oxfam Novib engaged MANGO, a financial training institute, to support Metta and other partners to strengthen their financial capacity sustainably. Oxfam Novib provided resources for a series of training for Oxfam partners, starting with a training of trainers to 'take the fear out of finance'. This was followed by three one-day courses on accounting, reporting and internal controls, and financial sustainability essentials. The next step was a review of Metta's accounts to make them accessible to key stakeholders and a review of the core budget and reserve fund to look into the organisation's sustainability.

In January 2014 MANGO assessed a training on budgeting and accounting provided by Metta staff. They concluded that the training was of a high quality and followed the MANGO methodology well. The Metta trainers all proved to have strong finance knowledge and training skills. This assessment was supported by evaluations from participants of the budgeting and accounting course. As a result Metta acquired a licence agreement to deliver six financial courses with other organisations in Myanmar.

CASE: Capturing Change

Financial sustainability is about more than budgeting and accounting. It is also about the ability to monitor progress, measure results, and strategically adjust strategies and objectives. Oxfam Novib therefore appointed one permanent employee to deliver direct and on the spot support on planning, monitoring, evaluation and learning to partners and staff in country offices.

One of the first assignments was a trajectory with partners in Mali and Nigeria to strengthen their monitoring and evaluation capacity with the introduction of the Most Significant Change methodology. The usefulness of the Most Significant Change methodology in monitoring progress that remains invisible with standard indicators, and in inspiring learning, had already become apparent to the IMPACT alliance in the pilot reported on in the previous monitoring reports, the Measuring Milestones Initiative (MMI).¹⁵ We had concluded that it could be an appropriate addition to a monitoring system that was lacking a systematic qualitative monitoring methodology.

In Nigeria, the methodology has been introduced to the organisation Society for Family Health (SFH) which is part of the Universal Access to Female Condoms (UAFC) programme.¹⁶ Staff from both management level and implementation level came together to develop a common understanding on, if and how the MSC methodology could complement current monitoring, evaluation, learning and communication tools used in the programme. This was a relevant first step, since we have learned from the MMI pilot that buy-in from different levels of the organisation is a key factor for a successful MSC implementation.

It was concluded that the methodology could help to make visible real life experiences of beneficiaries and stakeholders involved in the UAFC programme. The act of story collecting itself and subsequent review of stories is also expected to enhance critical reflection and learning among programme staff and thus contribute to programme improvement. As a spin-off, the MSC process is expected to generate a selection of stories for communication, advocacy and fundraising purposes. This would increase visibility of the programme and possibly attract new funding sources. SFH has indicated that they wish to undertake the process as a pilot scheduled for the second half of 2014.

¹⁵ Learning about Gender Equality, July 2012

¹⁶ UAFC is a consortium of Oxfam Novib, Ministry of Foreign Affairs, Rutgers WPF and i+Solutions

In Mali, the process has been combined with participatory video (PV) in a three month process undertaken by seven partners as part of the Quality Educators for All project, implemented both in Mali and Uganda and the My Rights My Voice project, implemented in eight countries. Quality Educators for All focuses on the training of quality educators in community schools and their integration into the formal educational system. My Rights My Voice is a youth empowerment project that focuses on civic participation in political processes and sexual and reproductive health rights.

The combination of MSC with PV led to a slightly different process than in Nigeria. The videos developed based on the interviews were immediately shown back in the community as part of the feedback loop. This provided an opportunity for direct advocacy with relevant stakeholders around the stories of the interviewees.

It was again concluded that the process serves well as an internal learning and reflection process. It brought, for example, the insight that the effects of the Quality Educators project increased the trust of parents in the quality of the schooling and that they were sending more girls to the schools due to increased gender awareness. This was not a specific objective of the project. In Mali, the organisations are expected to continue with MSC and PV as part of their monitoring practice. They also agreed with Oxfam Mali to deliver videos for discussion with their narrative reporting by the end of 2014.

2.3.4 Humanitarian capacity

With regard to humanitarian capacity building of partner organisations, the focus is on developing capacity of partners to provide humanitarian assistance where needed. We do this both before (preparedness) as well as during response, guided by internationally-recognised principles and standards and with a focus on Oxfam competencies and expertise within the sector – WASH (Water, Sanitation and Hygiene promotion) and EFSL (Emergency Food Security and Livelihoods).

As described in chapter 2.1.3, staff have been seconded for short and longer term deployments to build humanitarian capacity in Myanmar, Mozambique, Afghanistan, Zimbabwe, OPT, Somalia, South Sudan, Uganda, Nigeria, Vietnam, Lebanon, Niger, Mali, Egypt and Cambodia..

Outcome Indicator 32 reflects the importance we have given to building humanitarian capacity as planned. In just the last 15 months we have already build the capacity of 47 local organisations to provide quality humanitarian response according to international standards when necessary, and improved accountability towards the local people. Our target for the end of 2015 was to reach 63 local organisations.

No.	Outcome IMPACT alliance	Target 2015	Realised 2011	Realised 2012	Realised 2013/1Q2014
32	No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and have improved accountability towards the local people	63	35	52	47

We have also developed a practical approach and tools to strengthen our capacity building efforts and ensure the quality of the support we provide. The materials are based on our extensive experiences in countries and support of the technical experts of our Rapid Deployment Team:

- The HUCAM (Humanitarian Capacity Assessment Methodology) supports thorough assessment of humanitarian capacity of partner organisations and results in an investment/action plan which partners own and use to improve, with or without support by Oxfam Novib.
- The “Quality humanitarian programming cycle for effective response” clarifies minimum requirements (products) and relevant resources to support design of response projects in rapid-onset or slow-onset disasters, with a focus on WASH and EFSL.
- The “Parcel project” (with other Oxfam affiliates) strengthens logistics capacity.

The below case illustrates the work on humanitarian capacity building more tangibly.

CASE: Enhancing Humanitarian Local Capacities in Mozambique

Mozambique is prone to natural disasters. It also suffered a long and devastating war following its independence, the consequences of which are still visible in various political and social aspects of national life. The increasing changes in climate and the geographical profile of Mozambique, with great African rivers ending at its shores, suggest that the trend of natural disaster risk will continue increasing, along with manmade disasters (mining, oil extraction, extensive agriculture, etc.).

Therefore there is a need for a capable and robust civil society that could address and respond strategically to emerging and recurrent humanitarian needs. Oxfam Novib noticed a lack of capacity of those organisations which are closest to disasters, and a structural exclusion of local NGOs from humanitarian advocacy that in the long term could undermine humanitarian capacity. Oxfam Novib decided to address this problem by implementing a comprehensive humanitarian capacity building programme, organised in five steps:

1. Identification of potential humanitarian organisations;
2. Detailed analysis of institutional humanitarian organisational capacity with several NGOs in the most vulnerable provinces across the country;
3. Proposing and agreeing humanitarian development capacity plans for national NGOs;
4. Implementing and supporting tailored institutional Humanitarian capacity plans;
5. Promoting synergies and coordination among national humanitarian NGOs.

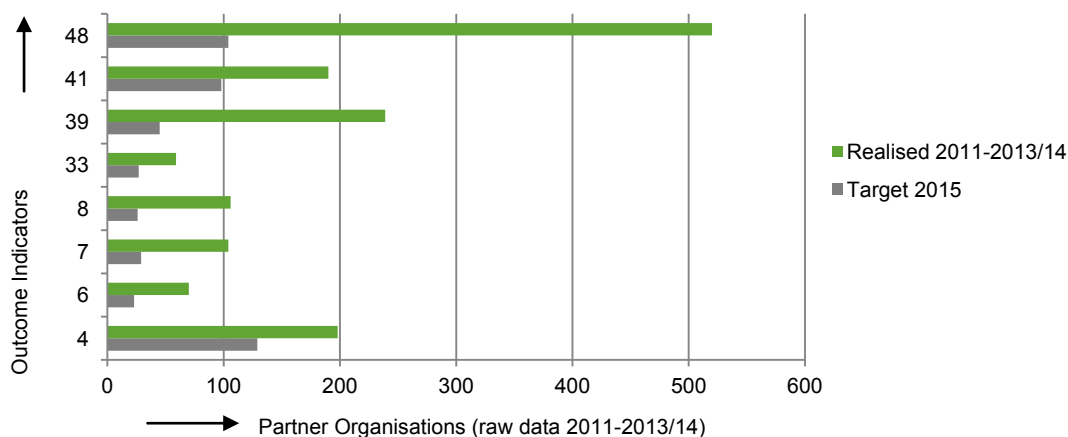
In addition to this, coordination with international humanitarian NGOs was promoted and humanitarian response and disaster risk reduction programmes were supported.

Early in 2014, Oxfam Novib requested research to properly document the trajectory and identify the outcomes of the capacity building work in Mozambique. The research showed that partner organisations had increased their technical humanitarian competencies and understanding of key humanitarian tools such as Sphere, HAP and People in Aid standards. They were also able to recognise the potential and limits of humanitarian action and the complexities of its management. It was noted that partner organisations gained more self-confidence about their own humanitarian capacity, which translated into engaging more actively with other humanitarian agencies and among themselves. Local NGOs also gained more capacity to interact with international humanitarian actors. As a next step, it was suggested to help local NGOs to develop a joint strategy to respond to humanitarian crises.

2.3.5 Influencing Capacity

In the graphic below, the outcome indicators that relate to capacity building on influencing are presented together. The graphic shows that the target for 2015 (purple bar) is without exception already reached.

Figure G: Capacity Building on Influencing: Results against Targets



Outcome Indicators “Capacity Building on Influencing”

- 4 No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty
- 6 No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda
- 7 No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations a

- 8 No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda
- 33 No. of partner organisations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid
- 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)
- 41 No. of cases revealing that globally linked citizens and globally operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice by using ICT and new media
- 48 No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights

The below cases from Niger, Mozambique and Indonesia, and the description of the first global Influencing Basecamp, illustrate the activities and results behind these indicators.

CASE: Opposing the ProSavana programme in Mozambique

Intensive advice and coaching was provided to the Mozambique country office in developing the national GROW campaign alliance and strategy. This included linking the team to Oxfam affiliates in Japan, Brazil and USA on joint engagement of agricultural public-private partnerships ProSavana and New Alliance. A joint letter from Mozambique civil society asking to stop and rethink the ProSavana programme, supported by a Japanese, Brazilian and International allies, was then coordinated by the GROW campaign partners UNAC and ORAM in Mozambique. It was presented to the governments of Mozambique and Japan and sent to the Brazilian president. It provoked immediate response from the government, as well as controversy in the media about ProSavana itself and about the letter.

In August, the same partners organised an international conference to discuss the open letter, with participation from Japanese and Brazilian partners, as well as Agriculture Minister Pacheco. The conference also received much attention in the local media, and in specialised media in Japan and Brazil, turning. The governments have gradually but radically shifted their discourse about the programme, which is now to be designed to benefit small-scale farmers, and in consultation with them – even though there are no convincing signs yet that there is indeed space for substantially changing the design of the programme. Civil society and farmers' organisations also still have work to do, to come up with an alternative design for the programme.

CASE: Negotiations with Sime Darby in Indonesia

Oxfam Novib supported Indonesian partners in their work with communities to negotiate an agreement to resolve their conflict with the palm oil company Sime Darby. In the course of 2013 important progress was made. Sime Darby headquarters seemed willing to resolve the conflict, but the regional staff of the company continued to act in an intimidating way. Oxfam successfully pushed the **Roundtable on Sustainable Palm Oil (RSPO)** to take a greater role and, is pushing for a fast deployment of the Roundtable's Dispute Settlement Facility to speed up the resolution of the conflict.

CASE: First global Influencing Basecamp

Increased attention for capacity building on influencing for our country teams and partners led to the first global "Influencing Basecamp" in Amsterdam in May 2013. Oxfam staff from 12 countries participated in the Basecamp, which was instrumental in inducting new country and regional staff to promote Oxfam's contribution to the Worldwide Influencing Network by linking country strategies to influencing opportunities and addressing capacity gaps in relation to understanding and applying theory of change, power analysis and other campaign tactics.

As spin-off from the Influencing Basecamp is increased engagement and commitment in different countries to plan and deliver capacity-building activities related to advocacy and campaigning, most importantly in promoting the application of theory of change and power analysis in campaign strategy development. For example, we are currently coaching national (Bangladesh, Pakistan, Nepal, Sri Lanka) and regional staff (South Asia) staff on the use of theory of change to develop new regional programmes with a focus more on linked and synergised national policy and campaigns, instead of targeting generally-defunct regional institutions.

2.3.6 Thematic Expertise

The IMPACT alliance has identified six thematic priorities linked to the thematic learning framework described in detail in chapter 3.8. Thematic capacity building needs are discussed in dialogues with partners and part of a tailor-made trajectory which often involves third parties with context-specific expertise and experience. In line with our thematic priorities, we also provide thematic capacity building opportunities through our thematic communities and learning events.

In the period under review learning events took place at global and regional levels for Quality Education, Innovating the Triangle 'Education, Gender & Sexual and Reproductive Health Rights', Conflict Transformation, The Right to be Heard, Budget Monitoring, Women's Bodily Integrity and Gender Mainstreaming.

CASE: Thematic communities

With its thematic communities, Oxfam Novib wants to ensure that staff of the IMPACT alliance and partners have access to information and sharing of knowledge. In the two years we have built and moderated seven thematic communities that create space to exchange knowledge and experience to improve the quality of programmes. The communities are concentrated on the following topics: Agro-biodiversity; Gender Mainstreaming, Value Chains, Quality Education, Conflict Transformation, The Right to be Heard and Gender Justice.

Oxfam Novib ensures regular contact with members of the thematic communities by organising reflection sessions, identifying new ideas that may be selected and developed as innovations, and making sure that learning from communities is used and brought into policy and programme development. How this is done varies by thematic community. The Value Chains community started, for example, with an elaborate mapping of value chain activities of 156 partners followed by webinars and a face-to-face meeting. The Quality Education community was kicked off during a face-to-face meeting in Morocco, and the Conflict Transformation community started with webinars and was again followed by a face-to-face meeting in Thailand.

What is true for all thematic communities is that they use a multitude of online and offline tools to ensure regular contact with members of community and the exchange of information: newsletters, global face-to-face meetings, the online platform righttobeheard.org, webinars, Skype calls and workshops. It is the combination of different ways of linking and communicating that seems to work well.

For example, in the Right to Be Heard community direct sharing between members who hadn't met in real life was very limited at the start. However, the face-to-face meeting in June 2013 led to a considerable increase of direct linkages between members. After this meeting the Oxfam Novib office in Tunisia invited a Ugandan partner to explain about the Citizen Manifesto, which became the basis for the current political accountability programme in Tunisia.

CASE: Human rights approach to budget monitoring

Oxfam staff and partner organisation representatives from eleven countries participated in workshops held in Maputo and Bujumbura to learn the human rights approach to budgeting, share experiences and connect, learn about advocacy related to the budget process and agree on follow-up steps. The workshop was the result of a unique collaboration between Oxfam Novib, the International Budget Partnership (IBP) and INESC.

During the workshops the participants gained insight into the basic elements of the human rights approach in budget monitoring work, analysing the importance of national laws and different regional and international human rights treaties (specifically the International Covenant on Economic, Social and Cultural Rights and the International Covenant of Civil and Political Rights) and their consequences for the formulation of budgets of governments on different levels. We have practiced reviewing governments' human rights obligations under national law and international treaties and identified obligations applicable to specific situations.

One participant from an Oxfam Novib country team shared after the workshop: *"I learned about the whole field of budget monitoring and linking it to inter human rights framework. I also learned about calculating inflation adjustment and acquired lots of skills like analysing the public budget from a rights perspective, ways of monitoring the budget and advocating for increasing or decreasing the budget according to the need and rights of people. Although it was a lot of information in a short period of time, I am now better equipped to support our partners that work on budget monitoring topics."*

2.3.7 Conclusion

Our IMPACT alliance capacity assessment tool, based on the prescribed 5C model, is only to a limited extent useful to provide results of strengthening capacity building at an aggregated level over a certain period of time. In 2011-2013 there are no changes visible based on the results of the 5C assessment at a global level. However, the impressive progress made towards our Outcome Indicator targets for 2015, and the cases that can be found in our narrative reporting, show that significant and inspiring results are made.

The IMPACT alliance is planning to analyse in more detail to what extent the results of the 5C assessment can be used for reporting and how, in the reporting over the period 2011-2015, we can provide more depth to the analysis by using a more systematic linkage between the data gathered with the 5C model and other available

data. We expect that we will be helped by the discussion organised by the Ministry with ECDPM and other MFS2 alliances about the use and usefulness of the 5Cmodel to monitor organisational capacity building.¹⁷

¹⁷ As referred to in the letter of the Ministry about the 5C model and Civicus from February 2013

2.4 Strengthening Civil Society

The IMPACT alliance believes that civil society acts as a buffer and countervailing power between the power of the state and the corporate sector on the one hand and individual citizens on the other hand. Without a strong civil society, the power of the state and corporate sector will go unchallenged. The IMPACT alliance believes that empowered citizens are a driving force behind social change and holding governments, institutions and the corporate sector accountable. Strengthening civil society is therefore one of our four core intervention strategies and an integral part of the objectives and outcomes of our Right to Social and Political Participation programme (chapter 2.1.4 and 2.2.4)

Whether civil society can fulfil its potential depends on two aspects: space to operate and the capacity of organisations. The previous chapter 2.3 focused explicitly on strengthening the capacity of partner organisations. It took an organisational capacity assessment based on the 5C model as starting point. This chapter now looks at the dynamics in the civil society space that our partner organisations are part of. Here we use the results of a standard questionnaire that we have complemented with information from country annual reports and reporting from CIVICUS.

We will describe the dynamics of the state of civil society in 11 countries: Afghanistan, Bangladesh, Cambodia, Democratic Republic of Congo, Mali, Mozambique, Niger, OPTI, Pakistan, South Sudan, and Uganda. We first place these results in a broader context of global dynamics in civil society civil space and then zoom in on civil society space at country level with more detailed descriptions for Mozambique and Uganda.

2.4.1 Methodology

The IMPACT alliance monitors the dynamics of the state of civil society using dimensions developed in the CIVICUS Civil Society Index: Civic engagement; Level of organisation; Practice of values; Perception of impact; and External environment. Within these dimensions, the Ministry selected priority result areas and operationalised these into a list of 12 “key questions”, which are mandatory for all of the MFS alliances.

In relation to the IMPACT alliance’s vision on global social change and the associated need for information, the IMPACT alliance added two extra questions to this list: on civil society organisations’ link to global civil society, and on their use of the internet and social media. These are addressed in CIVICUS’s sub dimensions under “Level of organisation” as question 13 and 14.

The IMPACT alliance monitors the strength of civil society systematically in eleven countries: The rationale for this choice of countries was approved as part of the IMPACT alliance’s Monitoring Protocol. In the course of 2011, and in the framework of updating the country strategies, a baseline survey on this issue was performed in these countries. This chapter presents the follow-up survey (early 2014) to this baseline.

As acknowledged by the Ministry, there is overlap between the 5C-based capacity assessment and the survey about civil society. We decided *not* to use the results of our IMPACT alliance organisational capacity assessment to inform the analysis in this chapter. As explained in the previous chapter, we have identified limitations in the results of our tool to report on strengthening organisational capacity at country and global level over a period of time.

As recommended by the Ministry of Foreign Affairs in a letter of the 14th of February 2013, we have made use of available information on the strength of civil society as provided by CIVICUS and our own annual reporting at country level to complement and compare with the results of the standard survey. Together, they give an impression of the strength of civil society and can assist organisations to reflect on their own functioning and their role in society. We thereby wish to emphasise the word *impression*. The 14 questions are assessed at the level of our partner organisations which represent only a section of civil society.

2.4.2 The Strength of Civil Society: A Global Perspective

Average Scores Strength of Civil Society		YEAR	
		2011	2013
Domain Civic Engagement			
1	To what extent do partner organisations act on behalf of their constituency (legitimacy) and do they include social target groups in their analysis and planning and take the needs of the poor/marginalised into account?	2.9	3.2
2	To what extent is a diverse segment of the target group of partner organisations represented in locally-elected bodies of government and/or in sectoral user groups?	2.2	2.5
Domain Level of Organisation			
3	To what extent are partner organisations and alliances organised in network/umbrella organisations and do they represent CBOs and other actors?	2.9	3.1
4	To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?	2.9	2.8
5	To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?	2.5	2.4
Added by Impact Alliance			
13	To what extent are CSOs linked to global civil society? Please specify nature and quality of the membership of CSO in regional and/or international networks and participation at regional or global events. Please also specify the nature of this relationship.	2.3	2.8
14	To what extent are partner organisations using the internet and social media? Do the partner organisations have websites? How regularly are their websites updated and what is the website used for? Do the partner organisations make use of social media in their work?	2.1	2.6
Domain Practice of Values			
6	To what extent do partner organisations and the CSOs they support involve their target groups in decision making (for instance as members of social organs of the CSOs)?	2.5	2.7
7	To what extent are partner organisations and the CSOs they support transparent on financial information, and to what extent does staff respect internal procedures (code of conduct)?	2.5	2.6
Domain Perception of Impact			
8	To what extent are partner organisations and the CSOs they support considered as partners by local government and private sector?	2.8	2.6
9	To what extent do partner organisations, in the sectors they work in, provide services that respond to one or more basic social needs of their target groups?	3.4	3.5
10	To what extent do partner organisations successfully influence government policy or planning/budgeting/policy making of international organisations in the sectors they work in?	2.6	2.6
Domain External Environment			
11	To what extent are the IMPACT Alliance interventions the choice of the partner organisations, and are their interventions based on a quality context analysis of the space and the role of civil society in that specific country (including socio-economic, political and cultural context)?	3.5	3.4
12	To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?	3.2	3

For every of the 14 questions an assessment is made by providing a score of: 0 = Not at all/absent; 1 = Low; 2 = Moderate; 3 = Considerable; 4 = High; 5 = Fully/completely. The aggregated scores per questions for 2011 and 2013 are presented below in the Table with the 'Average Scores of Strength of Civil Society' above. The partner organisations of the IMPACT alliance show relatively high scores in the 2013 measurement on the dimension "External environment" and in "Perception of Impact". The lowest average score (2.6) is on the dimension "Practice of values". This is similar to results in 2011.

The greatest improvement in the 2013 rating compared to 2011 takes place in the questions 1, 2, 13 and 14. The IMPACT alliance has been increasing its investment in capacity building on lobby and advocacy (chapter 2.3). The importance of capacity building on influencing was emphasized in the new Oxfam Strategic Plan, with its

ambition to create a Worldwide Influencing Network (WIN). The IMPACT alliance is pleased to see that the higher investments and increased focus have paid off in the development of partner organisations in the area of influencing: higher scores for their representation in government bodies and sectoral groups (#2), for their link to global civil society (#13), and for their use of internet and social media (#14) Furthermore, the organisations score better on acting on behalf of their constituency in their work (#1).

It is nevertheless a telling sign that despite the positive results related to capacity for influencing, the scoring on actual successful influencing (#10) remains at the same level. As indicated by CIVICUS at the end of 2010 and experienced by Oxfam Novib first-hand, there is in many cases a global clampdown around civil society, despite some positive signs in South East Asia. One might thus even interpret this standstill as a positive result, since the global clampdown could have also led to lower score.

Shrinking space for civil society is an ongoing trend in the countries where we work. The increase in the score of our partner organisations on question 3, *the extent in which partner organisations and alliances organised in network/umbrella organisations and represent CBOs and other actors*, is a reassuring sign. In times of government repression, it is important for CSOs to work in networks and alliances to reduce the risks and strengthen their voice. In a repressive space, strength is found in numbers.

The IMPACT alliance particularly values the increase in the rating on its own added questions, which serve as indicators on the linkages of our partner organisations with global civil society and the use of internet and social media by partner organisations (#13 and #14). The reason is well expressed in the CIVICUS 2014 report on the state of civil society, in an essay about the challenges of international governance institutions and processes and how these relate to civil society:

“[w]hile international governance institutions may be out of date, no corresponding, broadly owned, citizen-led global movement has emerged to act as a counterpoint. Bigger, broader civic forces are needed, rather than elite civil society. Technology offers new possibilities here. Alongside this, social accountability tools, already popularly used in many countries and communities, need to be adapted and applied to enable large-scale, citizens’ accountability over international institutions.”

The IMPACT alliance shares this opinion, and is determined to contribute to a stronger global level civil society by improving linkages of CSOs and their participation in regional and global networks, and tackling the issue that only civil society elites with poor lower-level connections are able to operate at the global level. Furthermore, we aim to expand the voice of CSOs by improving their usage of internet and social media. The progress made in this area by our partner organisations, as indicated by the improvement in rating, reaffirms our organisational interests in this area.

2.4.3 The Strength of Civil Society: A Country Perspective

IMPACT Alliance score/ country; Strength of Civil Society 2011-2013

Domain	Year	Civic Engagement			Level of Organisation				Practice of Values			Perception of Impact			External Environment		
		#1	#2	#3	#4	#13	#14	#5	#6	#7	#8	#9	#10	#11	#12		
Afghanistan	2013	2,7	2	3,5	1,5	2,5	3,5	2,7	2	2	3	4	2,5	3	3		
	2011	2,8	2	3,4	2	2	3	3,2	2,6	2	3,3	3,3	2	2,5	3,3		
Bangladesh	2013	3	2	3	2	2,5	2,5	2,7	2	2	2,5	4	2,5	3,5	3		
	2011	2,1	2	2,5	2,5	2	2,5	2,2	2,2	2	2,4	3	2,4	4	3		
Cambodia	2013	3,3	2,5	3,5	4	4	3,5	2,7	2	3	1,5	4	3	3	4		
	2011	3,7	3	3,7	3	2	3	2,9	3,5	3	2	4,2	2	4	4		
DRC	2013	2,2	na	2	3	2,5	1,3	1,8	2,5	2	1,5	3	1	3	2		
	2011	2,5	0	2,7	3	2	1,5	2,2	2,5	1,5	1	3	2,5	3	2,7		
Mali	2013	2,5	3,25	4	3,5	2	2,8	2,5	3	2	2,5	3,5	2,8	4	2,8		
	2011	3	3	3,5	3	3	1,5	1,5	3	2	4	3	1,5	4	3		
Mozambique	2013	3	2,8	4	4	3,8	2,5	2	2,6	2,5	3,2	3,2	2,9	4	3,2		

Domain	Year	Civic Engagement			Level of Organisation				Practice of Values		Perception of Impact			External Environment		
		Question #	#1	#2	#3	#4	#13	#14	#5	#6	#7	#8	#9	#10	#11	#12
	2011		2,9	2,5	2,8	2,8	2	0,5	2,2	2,4	3	3	2,9	2,8	4	3
Niger	2013		4	3	3,5	2,5	3,5	2	2,3	3	3	2,5	2	3,5	3	3,5
	2011		3,7	2	3,5	2,5	2	1	2,5	2,5	3	2,5	4	3	4	3
OPTI	2013		4	3	3,3	3,3	4	3	2,8	3	3	3	4	3,1	4	3,2
	2011		2,9	3	3,3	3,3	4	3	2,9	3	3	3	3,9	3	4	3,2
Pakistan	2013		3,7	na	3	2	2	3	2,3	3	3	2,5	4	2,5	3	2,5
	2011		3	na	3	2	2	4	3	2	3	3	3	3	3	3
South Sudan	2013		3,3	1,5	1,5	2,5	1	1,5	2	3	3	2,5	3	1,5	3	3
	2011		2,4	na	3,4	3,4	2	1	2,4	3	2	3,8	3,8	3,6	3	3,6
Uganda	2013		3	na	3	3	na	2,5	2,8	3,5	3	3,5	3,9	2,75	4	3
	2011		3	na	2,7	3	na	2	2,2	3	3	2,9	3	3	3,5	3

Our monitoring of civil society in the eleven countries is based on partner organisations of the IMPACT alliance and therefore represents only a section of civil society. We are therefore extra careful to draw any conclusions about the strength of civil society as a whole in the countries based on the results of the standard questionnaire, which are represented in the above table.

Looking solely at the results of the survey, an interesting observation can be made regarding civil society space in fragile states. The fragile states are the countries that have the worst scores in the Failed State Index. As such we consider Afghanistan, DRC and South Sudan as fragile.¹⁸ While we do not see specific trends in the scores that could reflect on the state of civil society and our partner organisations, we can identify a development that goes directly against common assumptions. In a fragile state, survival is often a prime concern, meaning it would be assumed that CSOs have little regard for 'practising values'. We can perhaps to a certain degree see this in for example the low ratings of Afghanistan and DRC in this dimension.

However, in the case of South Sudan, one of the most troubled states in terms of the risk of conflict at the moment, we see a rise in both to what extent partner organisations and the CSOs they support are transparent on financial information and the respect of staff for internal procedures (#7) and to what extent partner organisations act on behalf of their constituency (legitimacy) and include social target groups in their analysis and planning and take the needs of the poor/marginalised into account (#1). Furthermore, the level of involvement of target groups in decision making by partner organisations and the CSOs they support remains at an impressive rating of '3' (#6). This evidence of values and citizen engagement is a remarkable development against the background of conflict and it could be a reassuring sign for the effectiveness of our capacity building programme in the country. The ongoing turmoil in South Sudan and the difficulties this creates for organisations to function is however still strongly visible, e.g. in the strong dropping of the ratings of our partner organisations on their organisation in network/umbrella organisations and representation of CBOs and other actors (#3), the sharing of information amongst organisations and collaboration in joint analysis in order to function effectively (#4) and the consideration of partner organisations as partners by local government and private sector (#8).

CASE: Uganda

"[...] Uganda's civil society is at a crossroads. Will it confine itself to a somewhat docile role, focusing on service delivery and sub-contracting from government? Or will it further develop its capacity to question the socio-political make-up of Uganda, striving to augment its autonomy, its sense of independent identity, its cohesion and its local ownership?" (2006 Civicus Civil Society Index report on Uganda)

The lack of a critical civil society, a tradition of complementing government work rather than questioning it, was one of the main concerns stated in the report. If we look at the development of the ratings of our partner organisations, we see a red flag. There has been improvement in the consideration of partner organisations as partners by local government and private sector and service provision that responds to one or more basic social needs (#8 and #9), but a decline in the successful influence of partner organisations on government policy or

¹⁸ Due to the complex situation in OPTI in terms of repression and fragility, we have not taken these results into account in our observations on repressive and fragile states.

planning/budgeting/policy making of international organisations in the sectors they work in (#10). This could be interpreted as partner organisations becoming more successful in service delivery (#9) and as partners of local government and private sector actors (#8) but failing to increase their own critical notes or the effect of them (#10). Further analysis is needed to see if the concern raised in the CSI report of 2006 is still valid today, and possibly even more so.

What can be said already, and has also been stated in chapter 2.1.4, is that civil society space in Uganda remains a major concern. In the experience of the IMPACT alliance, independent civil society organisations are being openly threatened and placed under excessive scrutiny by senior government officials. In addition, the section of civil society that addresses LGBT rights is under extreme pressure. The repressive nature of the Ugandan government remains a major concern for the proper development of a critical civil society.

On a more positive note, there are also positive developments around the development of a critical civil society in Uganda. The ratings show improvement of our partner organisations on their organisation in network/umbrella organisations and their representation of CBOs and other actors (#3), and on the diversification of financial resources and the internal financial and human resource management (#5). Furthermore, the rating on the sharing of information by partner organisations, networks and alliances and their collaboration in joint analysis in order to function effectively (#4) remains at a solid '3'. The cooperation of CSOs and diversification of financial resources provide important conditions for the development of a more critical role of organisations, as this indicates a stronger voice and a less donor-driven mentality.

The CEW-IT programme is an example of the rise of critical CSOs. A consortium of six Ugandan NGOs – RWECO, PAC, CEFORD, ACORD, DENIVA and FHRI – it aims to promote good governance and democratic accountability and empower citizens by using amongst others a 'citizens' manifesto', an innovative engagement platform to connect leaders and the electorate. This programme aims to allow citizens to express their will on how they should be governed (see paragraph 2.1.4.1.3 for the full case).

CASE: Mozambique

"Overall, Mozambican civil society is weak in its main dimensions. [...] albeit with signs of transition to a moderate level, [...] the weak structure, limited environment and poor practice of positive values by Mozambican civil society inevitably result in limited impact on governance and on fundamental developmental challenges in Mozambique in general." (2007 Civicus Civil Society Index report on Mozambique)

A 2013 study on Civil Society and Change in Mozambique (see previous paragraph 2.2.4.1.1) reconfirms the difficult situation in Mozambique. In this report, Oxfam Novib discusses the difficulties around CSO work in a climate of distrust on the part of government authorities, especially when they are working in the area of governance. Civil society is the primary vector in the promotion of the values of citizenship, one of the paths to strengthening of knowledge and consciousness of rights (which is currently at a very low level); however, fears about existing political institutions and weak technical and financial capacity determines their vulnerability to capture by the government elites.

With this background, the rise in the scores of the IMPACT alliance's partner organisations in Mozambique is an outcome to be proud of. Mozambique has seen an impressive improvement in the scoring on eleven of the 14 questions. If we compare the ratings of our partner organisations with the ratings of Mozambican civil society in the 2007 CIVICUS' CSI, the partner organisations create a far more positive image.¹⁹

The consistent high scoring on whether interventions are the choice of the partner organisations, and if their interventions are based on a quality context analysis of the space and the role of civil society in that specific country (#11) is a reassuring sign for the success of the SIDA-funded AGIR programme in Mozambique. Oxfam Novib is one of the four 'intermediaries' supporting CSOs in their capacity building by working with partner organisations according to their own strategic plan.

The slight improvement in the consideration of partner organisations and the CSOs they support as partners by local government and private sector and the influence of partner organisations, on government policy or planning/budgeting/policy making of international organisations in the sectors they work in (#8 and #10) could be interpreted as a positive sign in the repressive environment of Mozambique. As an example of activities underlying these results we can take AGIR partners Akilizetho and Facilidade in Nampula who lead the 'Nampula governance group' and have contributed to a major initiative for renewal and the representativeness of Local Consultative Councils. This has resulted in improved representativeness of Local Consultative Councils, which is

¹⁹ These conclusions must be read by acknowledging the difference in the methodology used by CIVICUS in 2007 and the survey of the IMPACT alliance in 2011 and 2014. For example, the IMPACT alliance uses a 5 point scale, the CSI is based on a 3-point scale. We have recalculated the CSI scores to make comparison possible, but the conclusions should be read as suggested interpretations.

important for citizens and CBOs to be able to influence planning and development in rural areas where election democracy has not yet been introduced.

The IMPACT alliance remains critical of the failure to increase the rating of the transparency of partner organisations and the CSOs they support on financial information and respect for internal procedures (#7). Nevertheless, the improvements in CSO networks and information sharing and in the diversity of financial resources and financial management are a promising result. Within the difficult context of Mozambique the increase in the level of organisation and civic engagement is a hopeful indication that CSOs are increasingly becoming stable organisations and can as such create opportunities to jointly work towards further progress in the areas of the dimensions lagging behind.

In conclusion, even though the rating of partner organisations is only a fragment and should not be seen as representative of civil society in Mozambique as a whole, it is of course hoped that our partner organisations prove herald future improvement in the overall state of Mozambican civil society.

3 Organisation

This chapter summarises the IMPACT alliance's results for 2013-March 2014. The figures presented are consolidated figures for all IMPACT alliance members: Oxfam Novib (penvoerder), 1% Club, Butterfly Works, SOMO and HIRDA. Fairfood International is not a full member but has observer status. The financial figures of Fairfood have not been consolidated in this report.

3.1 Own Contribution

The contribution of income sources other than MFS2 for 2013 was 51.5% (2012 was 50.2%).

3.2 DG Norm (on salaries)

Based on the audited statements of all alliance partners, no director or staff member has a salary exceeding the DG norm.

3.3 Economy, Efficiency, Effectiveness and Equity

The "4E model" is used to unpack and clarify how Oxfam Novib deals with effectiveness and efficiency.

Criterion	Definition
Economy	Getting the best value for money
Efficiency	Maximising the outputs for a given level of input
Effectiveness	Ensuring that the outputs deliver the desired outcome
Equity	Ensuring that the benefits are distributed fairly



The policy cycle is an important tool to plan, monitor and check the 4Es of our work. The policy cycle is based on the PDCA (Plan, Do, Check, Act) and IMAR (Inspire, Mobilise, Appreciate, Reflect) models. The 4Es of IMPACT alliance partners are also monitored. This is done through the Balanced Scorecard (BSC), in which progress (outcomes and outputs) are compared with budget spending.

The 4Es are also addressed in the MEL dialogues, which aim to ensure the quality of planning, monitoring and evaluation in all phases of the programme and project management. Eleven Oxfam Novib country teams benefitted from MEL dialogues: Bangladesh, Cambodia, Pakistan, Maghreb, Mali, Mozambique, Niger, Uganda/Rwanda, Somalia, South Sudan and Zimbabwe.

Economy

Oxfam Novib has professionalised its own international procurement and is starting to shape procurement services and policies to benefit from the economies of scale brought by working together with other Oxfam affiliates. Oxfam Novib monitors its overheads through the Berenschot report "Benchmark Overhead Goededoelen-organisaties". It also compares its overhead levels with its 16 colleagues in the Oxfam confederation.

This reporting year Oxfam Novib was supported by KPMG to introduce the Six Sigma (Lean) methodology on ways of working to its policy cycle and procedures. Six Sigma seeks to improve the quality of processes and process outputs by identifying and removing the causes of errors. From now on Oxfam Novib will apply this lean way of working in the design and redesign of all its processes.

Cost effectiveness questions are part of the opportunity and risk appraisal for partner organisations. Financial risk appraisal of partners is done through RAMON (Risk Assessment Methodology Oxfam Novib), described below.

Efficiency

Outcomes and outputs are planned and monitored for a period of five years, to allow for a comparison with the financial input that goes into a project. This allows in turn for an efficiency check when projects are approved.

Effectiveness and equity (impact)

Oxfam Novib has created an impact measurement system, the World Citizens Panel. It includes a set of impact indicators, tools to conduct surveys among a sample of project participants using an Android app for data entry and statistical reporting, and video recording of stories of change. The system started in Uganda in 2012; Somalia (implemented together with Hirda) and Pakistan followed in 2013-2014, and Mali, Cambodia and Nigeria will be done in 2014-2015.

Effectiveness is also measured through evaluations. Oxfam Novib follows the Oxfam evaluation policy. Oxfam Novib initiated two thematic evaluations and contributes to the joint MFS2 evaluation.

To further increase the effectiveness of its work, and as part of the Oxfam confederation, Oxfam Novib has adopted a programmatic approach. The Oxfam Programme Framework describes the way in which Oxfam will design, develop, implement and review programmes, projects, advocacy initiatives and campaigns at country, regional and global levels. Oxfam Novib has designed a programme quality review that looks at how programme staff implement policies in often difficult local contexts and how to strengthen programme quality in a decentralised organisation. Vietnam, Burundi, DRC, Egypt, Cambodia, Zimbabwe and Global Link were visited.

3.3.1 Costs of management and administration (*beheer en administratie*)

For 2013 the costs of management and administration were 1.8%. (2012 was 2.3%).

3.3.2 Spent on the objective structural poverty reduction (*Besteed aan de doelstelling*)

For 2013 93.8% of total expenditure was spent on the objective of structural poverty reduction. (2012 was 91.8%)

3.3.3 Costs of Fundraising (*Wervingskosten eigen fondswerving*)

The percentage of costs of fundraising related to income was 18.7% (in 2012 this was 19.7%). In general this is more than sufficient to stay in line with the CBF standard of not exceeding the 25% over a three-year average.

3.3.4 % operational costs (*uitvoeringskosten*)

For the full subsidy period a target for operational costs has been set at an average of 12%. For 2013/2014 this figure is 12%. For 2012 this figure was 12.4%. The expectation is that the target of 12% as an average over the whole period is realistic.

3.4 Quality system

Compliance with external quality standards

Oxfam Novib's Quality Management System complies with various external quality standards:

1. We comply with the IATI norm for open data and transparency, and have launched Atlas, which digitally discloses information about all our projects.
2. The ISO 9001:2008. This standard is developed by the International Organisation for Standardisation.
3. Oxfam Novib also complies with the Partos norm, a special ISO norm derived ISO 9001:2008 for the Development Cooperation Sector in the Netherlands.
4. The CBF seal of approval: The Central Bureau on Fundraising (CBF) is an independent foundation which has been monitoring fundraising by charities since 1925. An important indicator is that the costs for fundraising may not amount more than 25% of the revenues from its own fundraising.
5. The Code of Conduct of VFI with standards of behaviour and actions for fundraising organisations.
6. The Code of Conduct of Partos, which is made in the interests of effective collaborative development.
7. The Code Wiffels, named after the chairman of the committee, has been the governance code for charities in The Netherlands since 2005. It provides checks and balances in an organisation and makes sure outside parties keep their trust in charities. Because of this code Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and Board of Supervision. The Board of Directors governs the foundation.

8. Oxfam Novib also participates in the Dutch Transparency Prize. This is a competition among Dutch NGOs on the transparency of their annual report. Oxfam Novib won the innovation award of the Transparency Prize in 2011 and 2012 and the overall Prize in 2013.
9. This year, for the first time, Oxfam will comply with the requests of the INGO Charter. Oxfam and Oxfam Novib are members of the INGO Accountability Charter, a commitment of international NGOs to a high standard of transparency, accountability and effectiveness.

Risk analysis and mitigation

At organisation level, a risk register serves to identify internal and external risks for Oxfam Novib as a whole, monitor mitigating measures and anticipate potential problems. Oxfam Novib's risk policy is based on the internationally-acknowledged management model for risk management, COSO. The risk register is reviewed and adjusted by the Board of Directors before it is submitted to the Supervisory Board. Once a year the financial committee of the Supervisory Board discusses the risk register, and once a year it is on the agenda of the full supervisory board.

Risk management is also part of the assessment of Oxfam Novib's partner organisations. For financial and governance risk assessment of partners, a uniform risk assessment method called RAMON (Risk Assessment Method Oxfam Novib) was developed. The use of RAMON is mandatory when taking on a new partner and it is obligatory to update the initial findings after the project is approved. The assessment of opportunities and risks – called "the Toolbox" – is a standard approach for Oxfam Novib to decide on funding proposals from its partners, ensuring a critical and transparent dialogue.

Fraud prevention and monitoring

In spite of all preventive and risk mitigation measures, fraud or suspicion of fraud will occur. One of the ways in which we aim to prevent this is through the Oxfam Code of Conduct, which shares the organisation's ethical values and norms. It is mandatory for staff to sign the Code of Conduct. Financial management must be honest and financial information and reports must be reliable. Oxfam Novib also has an anti-corruption policy.

Oxfam Novib is very much aware that it is never possible to exclude fraud or corruption entirely. Any allegation of suspected fraud or corruption is communicated directly to the responsible director, to the country director and to the financial department in The Hague, and an investigation is initiated.

Twelve cases of suspicion of fraud were open at the beginning of 2013. Nine of these were closed. In two of these cases fraud was proved. Three cases are still open. In 2013, 18 cases of suspected fraud were reported. Seven of these are closed. In three of these cases fraud was proved. Eleven cases are open. The total amount lost, due to fraud in these five cases where fraud was proved, was 40,000 euros.

3.4.1 Progress compliance (O toets)

Being responsible as main contractor in the IMPACT alliance, Oxfam Novib has made agreements with all alliance partners for full compliance with the standards set in the monitoring protocol of MFS2. Every quarter monitoring interviews are held with all the alliance partners to discuss the Balanced Score Cards, which include all relevant organisational financial and programme elements.

SOMO and Fairfood International are also certified with the ISO9001:2008 standard.

3.4.2 Sanction policy

Being the penvoerder, Oxfam Novib received from all alliance partners reports of findings concerning the assessment of capacity of partner organisations, the sanction policy and anti-corruption policy. These reports have been assessed by the auditors of the IMPACT alliance partners. No particular points of interest have been raised.

3.5 Spent in partner countries (Besteding partnerlanden)

IN 2013/2014 61% was spent in the defined partner countries. In 2011 and 2012, 61% of MFS expenditure at country level was spent in the defined partner countries.

3.6 Partner policy

3.6.1 Capacity development of partner organisations

We co-operate with partners in all our intervention strategies, exchanging knowledge and information, sharing expertise, broadening each other's networks and conducting joint campaigns. In our co-operation with partners we have committed ourselves to Oxfam's 'partnership principles':

1. Shared vision and value
2. Complementarity of purpose and value added
3. Autonomy and independence
4. Transparency and mutual accountability
5. Clarity on roles and responsibilities
6. Commitment to joint learning

The IMPACT alliance's support for capacity development starts with a joint assessment of organisational capacity based on the 5C model. Chapter 2.3 takes as a starting point the capacity assessments that have been made with this tool in 2011 and 2013, and provides information about progress and achievements in the period under review.

3.6.2 Sustainability and independence of partner organisations

To increase partner organisations' independence, sustainability and ability to determine their own direction, we invest in building their capacities on matters such as fundraising, humanitarian responses, financial management, target group participation, accountability towards the target group, lobbying, applying the rights-based approach, and mainstreaming gender and HIV policies. We also encourage our partners systematically to integrate learning and innovation in their work, and to participate in networks.

In 2011, Oxfam Novib decided to make financial sustainability one of the focus areas for capacity building of partners. Here we focus on:

1. Finance and administration systems (as a basis for compliance with requirements of various donors, accountability and reporting)
2. Monitoring, evaluation and reporting (as a basis for learning, adapting, accountability and delivering what has been agreed)
3. Strategic and financial planning
4. Diversified income generation (maintaining open and constructive relations with donors; creating alternative business models)

Our co-operation with partners on financial sustainability is described in more detail in chapter 2.3.

3.6.3 Partner Satisfaction Oxfam Novib

Every three years, Oxfam Novib conducts a partner satisfaction study. We highly value feedback from partners as partner organisations and social movements in poor countries are crucial to Oxfam Novib's learning. In 2012, for the first time, we did this together with 15 other members of Partos – our branch organisation. The partner satisfaction report was conducted by Keystone Accountability. We were content with the joint Partos initiative, in particular because it enabled us to benchmark our results with other Partos organisations and with a cohort of 30 international organisations.

The main conclusions of this survey are:

1. High level of overall satisfaction
Oxfam Novib is rated 10 out of the 46 NGOs. According to Keystone, the picture that emerges from the survey is of an organisation that maintains respectful relationships with partners and brings real added value to them. Oxfam Novib is satisfied with this positive result. Nevertheless, we are ambitious and aiming for a higher position in the near future.
2. Low response rate
Oxfam Novib had a remarkably low response rate (18%). This is also low compared to the Dutch cohort (36%) and compared to the response rate in 2007 (39%). According to Keystone the low response does not affect the credibility of the outcomes as customer satisfaction survey. Nevertheless, we were not satisfied with this outcome. A reason for the low response rate might be the fact that Oxfam Novib works with many new partners who still have limited experience in working with Oxfam Novib and therefore possibly feel more hesitant to fill in the survey.

3. Financial support

Oxfam Novib was glad to see that its financial support is highly appreciated by our partners. Also compared to the other Dutch and international NGOs, Oxfam Novib has high ratings. In three out of four areas Oxfam Novib scores above average on our quality of financial support. Like all NGOs, Oxfam Novib scores best on 'payments in appropriate phases'.

We also received the lowest score for allowing respondents to make changes to specific conditions of the grant. We acknowledge that Oxfam Novib has indeed become stricter in making partners adhere to contractual obligations: we are convinced that accurate financial management is of paramount importance. At the same time partners have the possibility to propose changes in the project approved, e.g. when the context in which the project is implemented changes radically. As said before, it could be that the many new partners that Oxfam Novib has established relationships with over the past years are not sufficiently familiar with that possibility.

4. Capacity building

An important subject of this study was the level of satisfaction on non-financial support. The report shows that in 7 out of 9 areas, Oxfam Novib provides capacity building support to an equal or higher number of respondents than most other NGOs. This high score confirms that capacity building has been a high priority on our agenda. The results in the Keystone report are in line with our own experiences and therefore the low scores are recognisable: among partners there is a need for support on monitoring and capacity building. Our low score in all 9 areas on the perceived value of partners regarding our capacity building activities emphasises the need to improve and extend our materials and approach. (Chapter 2.3 describes progress made in this area).

Oxfam Novib's next partner satisfaction survey takes place in 2014. This time the partner satisfaction survey is a collaborative initiative of the Oxfam confederation. Just before the end of Oxfam Strategic Plan 2013-2019, another partner satisfaction survey is planned.

3.7 Harmonisation and complementarity²⁰

Oxfam confederation

Oxfam Novib is part of the international Oxfam confederation of 17 independent organisations which work together in 94 countries to fight poverty and injustice. As of March 2014, the members of the Oxfam confederation were: Oxfam America, Oxfam Australia, Oxfam Solidarité (Belgium), Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Intermón (Spain) Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands), Oxfam Québec, Oxfam Italy, and Oxfam Japan.

In 2013 and the first quarter of 2014 the Oxfam confederation did more joint fundraising and joint implementation of projects and programmes. This led to Oxfam Novib receiving more income from other Oxfams. In 2013/1eQ2014 ONL received an income of 11.9 million euros from the other affiliates. All Oxfam members are independent organisations, but they are increasingly working together to implement a joint and integrated programme under the Single Management Structure, which implementation started in 2008 and finalised in 2013. In the last year the Oxfam confederation agreed on a joint Strategic Plan for Oxfam International, covering the period 2013 to 2019.

Other examples of joint programming at country level are given in the follow text.

²⁰ Within Oxfam there is a Single Management Structure (SMS) with each country having on 'managing affiliate' and up to three 'implementing affiliates'. The managing affiliate has overall responsibility for delivering all of Oxfam's work in the country and is accountable to the regional Programme Governance Group. Implementing affiliates are other Oxfams in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (CLT), led by the country director, consists of representatives from managing and implementing affiliates. The 'go live date' is the start of the cooperation within this structure. As well as being part of this SMS process, Oxfam Novib has decentralised its work in: Mali, Niger, Senegal, Nigeria, Somalia, Sudan, South Sudan, DR Congo, Burundi, Rwanda, Zimbabwe, Mozambique, Bangladesh, Pakistan, Afghanistan, Cambodia, Laos, Myanmar, Vietnam, OPT/I, Egypt, Maghreb (Morocco, Algeria, Tunisia, Libya) and Yemen.

AFGHANISTAN

Oxfam

Oxfam Novib is Managing affiliate in Afghanistan. One Oxfam Vision was pushed forward in 2013 and the country office team completed several joint strategies with other implementing affiliates. On the basis of these documents Oxfam Afghanistan went live in December 2013. The Country leadership team started working on the vision of converging country programmes under the management of Oxfam Novib.

Oxfam Novib is also the Humanitarian lead in Afghanistan. The Humanitarian contingency plan is being revised, where Oxfam in Afghanistan will seek endorsement of other contributing affiliates. A joint programme between Oxfam Novib and Oxfam GB 'My Right My Voice' is going on and will be completed in December 2014.

Alignment with civil society organisations

Oxfam participates in regular ACBAR meetings, UN cluster meetings and UN coordination meetings. Oxfam Novib completed a pilot project called Bayan, with Cordaid and Gender Concern as partners. The Bayan phase II proposal has been submitted and is waiting for approval by the Ministry. On matters of security, Oxfam coordinates closely with INSO for regular updates and advice.

Relevance in relation to government policy

Oxfam's primary goal remains alleviating the poverty of the vulnerable Afghan population, in line with the Afghanistan National Development Strategy. Oxfam is preparing to focus on urban poverty especially in the south of the country to bring geographic balance to our programming as well as to prepare for the pulling out of international forces. This, and a decrease in investment through a provincial reconstruction team, is creating a vacuum in legitimate unemployment opportunities and therefore giving rise to insecurity. Oxfam will focus on interventions based on needs such as WASH, livelihoods, education and good governance.

- *Income and food security:* Oxfam Novib continued a livelihoods programme funded by DFID through partner organisation Zardozi. It involves increasing women's income through training and linking them with local markets. A new partner, RSDO, was identified to deliver income-generating activities for the women of minority groups in Bayan through processing of milk production and fruits.
- *The right to essential services:* Quality education for girls remained a focus for Oxfam Novib through the Great Idea project. The 'My Right, My Voice' programme, implemented together with Oxfam Great Britain, is also focusing on the rights of youth to education, basic health services and sexual and reproductive health rights. Oxfam Novib partners continue to be involved in an education campaign through its support to Education Watch.
- *Right to life and security:* Within the Rights in Crisis campaign, Oxfam and Oxfam Novib spearheaded advocacy around women and police and published a report which was later used for advocacy with the Ministry of the Interior and other relevant agencies. Drought response and partner capacity building efforts continued in collaboration with other Oxfams.

Consultation with Dutch bilateral assistance and that of other donors

Oxfam Novib is currently implementing the project 'Citizen First', which is a part of the Dutch reconstruction tender. As mentioned before, Bayan Phase I completed its pilot phase recently and approval of the second phase is awaited. Oxfam GB is implementing the FLOW project funded by the Dutch government. For the Citizen First project, Oxfam Novib participates in regular coordination meetings organised by the Dutch embassy in Kabul, providing updates on its activities, results and challenges faced.

Oxfam Novib maintains regular meetings with other bilateral donors such as DFID, the EU and UNICEF. With the arrival of the new country director and associate country director in the office, Oxfam Novib is planning to make regular visits to potential donors to update them on its programme, results and plans. This will include the Canadian, Swedish and British embassies, the EU and UN agencies.

Oxfam Novib, Oxfam GB and Oxfam Australia have recently submitted a joint proposal to DFAT on livelihoods and building resilience in two provinces of Afghanistan. An expression of interest to DFID's call on prevention of violence against women and girls was jointly responded by Oxfam GB and Oxfam Novib.

BANGLADESH

Oxfam

Oxfam Great Britain is the Managing affiliate in Bangladesh, Oxfam Hong Kong and Oxfam Novib are both active as Implementing affiliates. Oxfam Australia is contributing affiliate and channels its funds through Oxfam Great Britain towards implementing its programme. All affiliates operate from the same premises. Oxfam Novib's country office Bangladesh was initiated in May 2012. Oxfam Novib received registration on 28 November 2013. The Joint Country Analysis and Strategy (JCAS) was finalised in 2012. An agreement was established on the partner portfolio. Go-live for Oxfam's Single Management Structure (SMS) took place on 31 January 2013.

Alignment with civil society organisations

Coordination among Dutch civil society organisations working in Bangladesh has continued through the BOOM platform (Bangladesh Overleg Ontwikkelingssamenwerking and Mensenrechten), consisting of Cordaid, Wemos, Simavi, Woord en Daad, Rutger Nisso Group, Oxfam Novib, Plan and the Health Alliance. The country office continued to work with BOOM in 2013. The meetings were less frequent: once each in Bangladesh and The Hague in 2013.

Relevance in relation to government policy

Oxfam Novib has been working on three programme pillars (and linkages between them): Gender Justice, Quality Education and Sustainable Livelihoods. The major sectors of priority for Bangladesh's government in economic development are agriculture and rural development, human resources development, industry and trade. Oxfam Novib's approach fits very well with the priorities of the government.

- *Right to a Sustainable Livelihood:* In line with the government's priorities, Oxfam Novib-funded projects have enhanced the knowledge and capacity of smallholder farmers to adapt to changing situations and use improved agricultural production technologies. This has resulted in increased food production and consumption by poor families and improved food security. Rights holders were also able to diversify their income through alternative income options and improved market access. Increased awareness on climate change, disaster risk reduction, rights, and health and nutritional issues have empowered and will continue to empower rights holders and reduce their asset losses due to disasters. The use of improved technologies, enhanced income-earning opportunities through increased productivity, diversified agricultural production, climate and disaster-resilient improvements and diversified incomes for agricultural workers are all priorities for the government.
- *Right to basic social services:* Oxfam and its partners continue to work on a partner-led, local campaign called Amar Odhikar Campaign (AOC, My Rights Campaign) on the right to essential services. Phase II runs from 2011/12 to 2014/15, with the overall objective that the quality of primary teaching has improved significantly by mid-2015. Another proposed project, 'Promoting pro-poor reforms and public services for all', is designed to address the thematic issues of participatory budget and governance accountability and campaign for education and health for all, linking the local campaign to global civil society movements on aid, trade and climate justice, and the strengthening of the institutional capacity of SUPRO, a network of grassroots NGOs in Bangladesh.
- *Right to an identity:* After Bangladesh adopted the Domestic Violence Act 2010, partners such as the We Can Alliance and ASK devoted more attention and efforts to operationalising and monitoring the implementation of the act.

Consultation with Dutch bilateral assistance and with other donors

The country office has a good relationship with the Dutch embassy, and the associate country director and other staff members have met the ambassador and members of the team on several occasions. This has potentially opened up avenues for exploring in-country funding opportunities. New relationships were established with the European Commission in Dhaka, the World Bank, GIZ, SIDA, and United Nations system.

CAMBODIA

Oxfam

Oxfam Novib is Managing affiliate in Cambodia. In January 2013 the programme teams were established to coordinate the implementation of the JCAS. Six Oxfam affiliates implemented programmes in Cambodia; Oxfam Novib, Oxfam Great Britain, Oxfam America, Oxfam Belgium, Oxfam Québec and Oxfam Italy. Oxfam Australia is a contributing affiliate. Oxfam Québec will phase out by March 2014. All Oxfam affiliates share one office in Phnom Penh.

Alignment with civil society organisations

ICCO is the only other Dutch co-financing organisation working in Cambodia. Coordination is limited since ICCO is redesigning its approach and partnerships to social entrepreneurship only. The informal agreement to avoid joint partners is still in effect, with two exceptions. One is the NGO Forum, the largest issue-based network of NGOs in Cambodia, in which both ICCO and Oxfam Novib partners participate. The other is human rights organisation CLEC. No MFS funds are involved.

Healthnet/TPO consulted Oxfam Novib on a possible extension of their health micro-insurance programme with Dutch insurance company Achmea to crop and livestock insurance. The feasibility is currently being assessed. IMPACT alliance partner Butterfly Works was involved in a programme to increase access to information and services on gender and SRHR for youth making use of IT. The programme is managed by One World UK and supported by Oxfam Novib.

Relevance in relation to government policy

- *Right to a sustainable livelihood:* Oxfam Novib partners Mlup Baitong and DPA assist communities to comply with the criteria to register and manage community forest areas. Several partners, including DPA, AEC, ADHOC and CLEC, are involved in monitoring the implementation of the Prime Minister's Directive 001 on the suspension of economic land concessions and issuance of individual land titles to small-scale holders.
- *Right to life and security:* As the Oxfam humanitarian lead in Cambodia, Oxfam Novib and its partners coordinate and build the capacity of humanitarian preparedness and response with national and sub-national government disaster management institutions. In 2013/2014 the flood response was specifically coordinated with the provincial committees on disaster management in the four affected Oxfam priority provinces on Rights in Crisis, and various communes were supported to develop a contingency plan.
- *Right to social and political participation:* Unlike on the politically sensitive topic of land rights, ADHOC cooperates well with the local and national government on the reduction of gender-based violence and the negative impact of migration. The Ministry of Foreign Affairs followed up cases of lost or abused Cambodian migrant workers in Malaysia (mostly female domestic workers) identified by ADHOC. Oxfam Novib's partner COMFREL and other civil society organisations worked with the National Election Committee in preparation for the national elections in July 2013 and with the various political parties to find a solution for the political stalemate afterwards, focusing on election reform and the possibility of bringing forward new elections.
- *Right to gender and diversity:* Women's organisations supported by Oxfam Novib worked closely with the Ministry of Women Affairs, in particular through the Committee to Promote Women in Politics, to achieve the Cambodian MDGs on political participation of women at national and sub-national level. At local level, Oxfam Novib's partners GADC and ADHOC closely work with the police, the Commune Council and Ministry of Women's Affairs to effectively implement the domestic violence law to address and reduce gender-based violence.

Consultation with Dutch bilateral assistance and with other donors

Dutch interests in Cambodia are managed from the embassy in Bangkok and are focused on trade. A discussion took place between Oxfam Novib and the embassy on possible Dutch support to corporate social responsibility of Dutch and other companies in Cambodia. This will be further explored in 2014.

Some consultations took place with other multilateral and bilateral donors on general or specific support to Oxfam programmes in Cambodia, including the visit to Cambodia by a delegation of the new Oxfam in Sweden.

Oxfam is member of the Humanitarian Response Forum to coordinate emergency relief with the UN, international and local NGOs. The forum was very active around the widespread floods in the second half of 2013.

DEMOCRATIC REPUBLIC OF CONGO (DRC)

Oxfam

Oxfam Novib is Implementing affiliate in DRC, along with Oxfam Belgium and Oxfam Quebec. Oxfam Great Britain is Managing affiliate. The JCAS was approved in April 2012. The signing of a regional peace agreement which commits neighboring countries to not interfere in each other's internal affairs – the PSCF, is of great importance to work on peace in the country.

Alignment with civil society organisations

In 2013 the collaboration among Dutch INGOs in North and South Kivu has been expanded and intensified, with field visits and meetings for Dutch delegations and regional embassies.

Oxfam Novib leads the working group on civil society and a Peace, Security and Cooperation Framework (PSCF). This is one of the working groups under the Great Lakes Multi-Annual Strategic Plan 2014–2017, which was developed by the Dutch government. Oxfam Novib is also working on strengthening its collaboration with all the initiatives of the Peace, Security and Coordination Framework, led by the Mary Robinson group.

The Agri-hub in eastern DRC, led by ICCO and co-financed by Oxfam Novib, is gaining more impact on smallholders and subsistence farming. At the end of 2013, as part of the 'Beyond Borders' programme, Oxfam Novib conducted a conflict analysis to understand the driving forces of insecurity and their potential to derail peace in the Great Lakes region, working throughout with the representative of the Dutch embassy. Oxfam Novib also has discussions with the Security Support Unit and I4S on safety and rule of law issues in the Great Lakes and especially in the Kivus, where Oxfam Novib is leading the coordination process on peace building and exploring activities on conflict transformation.

Relevance in relation to government policy

- *Right to a sustainable livelihood:* Work to revitalise agricultural value chains included support to Ugeafi (coffee) and APDIK (dairy) and a pilot project with GAMF, an umbrella organisation of MFIs in South Kivu. Partners who contribute to this programme also include UPDI (corn), CACUDEKI (palm oil), ADMR (groundnuts) and VECO (corn, rice, chicken and potatoes). The establishment of AfriProfocus is contributing to a large network of agribusiness organisations.
- *Right to life and security:* As we are still responding to a CAT II situation, the establishment of a Humanitarian Country Team towards the end of 2013 resulted in better coordination of activities between the affiliates who contribute to the humanitarian effort. This has also helped develop our niche and distinguish our complementarities with OGB on humanitarian interventions. With financial support from ECHO, GFO and DGIS, Oxfam Novib worked on a humanitarian capacity-building programme and response with twenty local NGOs in the Kivus.
- *Right to social and political participation:* The emphasis is on strengthening powers of civil society to hold government accountable for delivering essential social services, peace and security. HRW, OGP, POLE Inst and the OI Rights in Crisis campaign are some of Oxfam Novib's strongest partners.
- *Right to an identity:* The Poverty Reduction Strategy Paper (PGRSP) explicitly mentions the importance of combating HIV/AIDS and supporting dynamism at community level. The Oxfam International Rights in Crisis and We Can campaigns contribute to strengthening female leadership and addressing the issues of gender-based violence and access to reproductive health, as do our partners Lofepaco, Uwaki Maniema and Cemubac.

Consultation with Dutch bilateral assistance and that of other donors

In the Beyond Borders Programme we work with IMPACT alliance partner Butterfly Works. We organised two co-creation workshops for youth, journalists, artists, NGOs and the private sector to set objectives for a campaign to search for "peace heroes" aged under 35 years.

We work with Butterfly Works to explore how new technologies can give better support to youth, and especially to girls, on distance learning, sexual and reproductive health and gender-based violence. SAN financed a pilot year, which we can expand in 2014.

The collaboration with Agri Terra is based on mutual financing of two partners: APDIK and UPDI. Oxfam Novib introduced a procedure on budgeting and consolidated audits to ensure the effectiveness of our aid and joint financing. It is the same with Cordaid for the financing activities with GAMF, which shares with Oxfam Novib and Cordaid its budget and consolidated audit to ensure transparency and performance in managing our funds for similar activities (capacity building of MFIs). This is also achieved with the NGO SOS Faim.

We collaborate with Philips South Africa on the "Gift of Light" project, with Philips taking care of the technical systems, distribution and training. Oxfam Novib is working on research for community strengthening with local partners in the We Can campaign. The country team in DRC has started to develop new proposals under several special projects, such as further implementing the Universal Access to Female Condoms programme in North Kivu and a project on sexual and reproductive health together with Connecting4Life and Edutainment. This last programme was presented to DFID and SIDA. The country office is interested in the WEMAN project and is implicated in the regional IFAD proposal for Rwanda, Burundi and DRC.

MALI

Oxfam

Oxfam Novib is Implementing affiliate in Mali together with Oxfam America and Oxfam Belgium. Oxfam Great Britain is the Managing affiliate and Humanitarian lead. A JCAS has been developed. Oxfam Novib is leading on the Right to basic social services and doing most of the work on governance in Mali. Mali is a focus country for Oxfam's West Africa campaign Education for All. Together with Oxfam Great Britain, Oxfam Novib implements in Mali the SIDA funded programme My Right, My Voice, engaging marginalised children and youth in realising their rights to health and education services.

Alignment with civic organisations

Oxfam Novib has maintained close collaboration with ICCO to promote complementarity among Dutch NGOs. The organisations have a common interest and experience in reproductive health activities. Currently Oxfam Novib has two joint fundraising initiatives on sexual and reproductive health with ICCO in Mali: one using social media that has been submitted to the EU, and one working with youths and adolescents in four regions that has been submitted to the Dutch embassy.

More broadly, Oxfam Novib is working with both ICCO and SNV to develop a joint project stemming from consultations with the Dutch embassy and aiming at promoting social cohesion in Northern Mali. Our respective teams have developed a road map for the programme design and the submission of the proposal.

Oxfam Novib in Mali has developed relations with and targeted also the following donors: the British embassy, the Swedish embassy, UNDP and the Qatari government.

Relevance in relation to government policy

As Mali emerges from some two years of political volatility, instability, conflict, and humanitarian crisis, it is essential to dramatically improve the conditions that enabled these situations. The newly elected president and legislature have raised great expectations among the population of changing the way Mali has been governed.

- *Right to life and security:* A new government was put in place in early 2014 after relatively fair and transparent presidential elections. Oxfam strengthened the capacity of civil society to monitor the electoral processes and organise hearings with candidates on key issues affecting youth, through a multi-dimensional project comprising civic education, media monitoring and civil society election monitoring.
- *Right to social and political participation:* Access to justice is important in helping societies recover from conflict and achieve the MDGs. Due to the range of abuses committed during the conflict, many donors and the Malian government are now recognising the importance of a strong and credible justice sector. However, many proposed initiatives are overly focused on rebuilding physical infrastructure or establishing institutions, rather than whether victims rights are being protected and people are even able to use the justice system. Oxfam Novib has supported juridical clinics run by Deme So and Wildaf, providing legal assistance to the victims of abuse and support funds to cover legal costs.
- *Right to basic social services:* During the 2012-2013 crisis, most budgets for basic social services, especially those for education, were reduced. Oxfam Novib partners advocated for the return of foreign aid to support the education sector and continued to support teacher training and provision of training and information to youths on sexual and reproductive health. Youth's active citizenship was enhanced through digital mobilisation and provision of training and information from a web platform called Info-Ado-Mali, the local name for the My Rights My Voice project.

Consultation with Dutch bilateral assistance and with other donors

Oxfam Novib has built stronger relationships with the Dutch embassy in Mali through regular consultations, taking part in their country strategy formulation and in consultation meetings with Dutch NGOs, and approaching the embassy with project proposals to support Oxfam Novib's work during the transition following the political and security crisis. This has led to the funding of Oxfam Novib's work on elections, for which over 1 million euros have been granted. This project helped Oxfam Novib bring to Mali an innovative approach to citizen election monitoring using IT and new media, and mobilising directly more than 3,000 youths. Members of Oxfam Novib's Mali team took part in the planning and organisation of complementarity workshops focused on an accountability framework for the Malian state and citizens, and how to support civil society to play its role as counterweight to the government.

MOZAMBIQUE

Oxfam

The year 2013 has been one of transition for Oxfam in Mozambique because of the announcement of Oxfam Intermon leaving the country by December 2014 and Oxfam Canada that did not get access to necessary funding and ended their presence in March 2014. Now only 2 Oxfam affiliates will remain in Mozambique by the end of 2014. The JCAS became the guide of programme development. A common proposal on sustainable livelihood was developed to respond to an EU call; this allowed us to include a shared concept note for the entire sub programmes, led by the 2 affiliates and to go towards 1 programme approach.

Alignment with civic organisations

During the last year we met organisations working in Mozambique to identify similarities and build partnerships, including three meetings with SNV to discuss their interventions on value chains and agriculture. SNV is working with several partners in the Northern region and is leading Agri-ProFocus in Mozambique. This contact resulted in participation in the National Platform of Seeds meeting. It is expected that we will work more closely with one of our partners, AENA (which is already part of Agri-ProFocus), to play a more proactive role. The focus of Agri-ProFocus in Mozambique is to gather different stakeholders of the value chains to establish networking and information exchange. AENA is part of the National Oil Seed Platform, and is supporting farmers to grow sesame and groundnuts in Nampula.

Relevance in relation to government policy

- *Right to a sustainable livelihood:* Oxfam Novib is responsible for the value chain programme. The PARP, a five-year government strategic plan for the agriculture sector, is important for the development of the country. Last year Oxfam Novib supported communities to get access to markets and finances, to build their capacity to develop value chain initiatives, to fight against land grabbing promoted by mining and agribusiness companies, and to exercise their rights and access to land. One example is PROSAVANA activities conducted under the GROW campaign).
- *Right to life and security:* Oxfam Novib is also leading this component in the country. Since Mozambique is emergency-prone, we are engaged with the government institution for disaster management and response and the UN multi-cluster system, and we joined the COSACA Consortium (Save the Children, CARE, CONSERN) to coordinate response activities in the country. We increased our portfolio of partners and built their capacity at national level on disaster risk reduction, climate change, gender, finance management and humanitarian response. We also approved the contingency plan, which is being implemented.
- *Right to social and political participation:* The government is controlling and closing space for citizens to participate in the decision making process. Oxfam Novib is leading this component. It is supporting CSOs to build their capacity on lobby and advocacy and facilitating the establishment of networks and consortiums at all levels. The AGIR programme is a strong intervention in this pillar. The Swedish embassy has expressed interest in continuing to fund the programme for six more years. Several activities were organised last year, including demonstrations, discussion meetings, and writing position papers and letters to the government. CSOs are better organised and there are improvements in how they are playing their role.
- *Right to an identity:* The Mozambican government's policies favour participation of women in politics, women's rights and protection from discrimination. There is a National Gender Policy and a law on domestic violence against women. Oxfam Novib supports partners to lobby and advocate for women's rights and to provide services to victims. We challenge these practices and continue to do much work on integrating gender issues in practice.

Consultation with Dutch bilateral assistance and that of other donors

The Dutch embassy, a member of the donor working group, is funding the AGIR programme on governance, with gender-based violence components. The embassy recently asked us to draft a new proposal for the period 2014 to 2017, in which we are going to fund 15 partner organisations, focusing on transparency, finances, participation and social accountability.

We have received invitations for various meetings and forums organised by the embassy on regular basis and we also have organised coordination and engagement meetings. One example was the presentation of the AGIR programme's best practices during the visit of the Dutch Minister for Trade and Foreign Affairs. The ambassador also invited us to give a presentation on International Women's Day to other ambassadors, diplomats, representatives of international agencies and NGOs.

OCCUPIED PALESTINIAN TERRITORY AND ISRAEL (OPTI)

Oxfam

Oxfam Novib is the Managing affiliate in OPTI. All Oxfam's active in OPTI agreed on the JCAS guiding their activities. Oxfam Novib currently leads the Oxfam Country Leadership Team, the coordination mechanism for aligning the work of the five Oxfam affiliates active in OPTI, which are Oxfam Novib, Oxfam Great Britain, Oxfam Quebec, Oxfam Italia, and Oxfam Belgium.

Alignment with civic organisations

Oxfam Novib's work complements the Dutch government's aim to achieve a democratic Palestinian state alongside Israel as part of a two-state solution. In 2013, some meetings between the Dutch NGOs present in OPTI and the Netherlands Representative Office (NRO) took place to strengthen coordination between the organisations. This included the participation of VNG International's field representative.

As was mentioned last year, Oxfam Novib's work complements the NRO's multi-year strategic focus theme of security and rule of law. Both the RNE in Tel Aviv and Oxfam Novib's partners monitor the situation of human rights defenders in Israel. Given the fact that both Cordaid and ICCO do not have field presence in OPTI, coordination is a challenge.

Relevance in relation to government policy

- *Right to basic social services:* Local partners contributed to the development of the Palestinian National Health Strategy 2011-2013. Palestinian refugees in Lebanon continue to be served by Oxfam Novib's partners PARD and Association Najdeh. Oxfam Novib's partner Teacher Creativity Centre works in close cooperation with the Ministry of Education, and its civic education project has been included in the official Palestinian curriculum for primary education in both governmental and UNRWA schools in the West Bank and the Gaza Strip.
- *Right to life and security:* Oxfam Novib's partner Palestinian Centre for Human Rights monitors human rights violations of the West Bank and Gaza authorities and the Israeli state. Other partners continue to hold Israel accountable for violations of its own planning and zoning rules as well as violations of international humanitarian law in Area C of the West Bank. In addition, together with five civil society organisations, Oxfam Novib is leading the EU-funded East Jerusalem consortium to create humane living conditions for Palestinian residents of East Jerusalem. The Oxfam confederation has regular contact and lobby work with EU and the UN to hold Israel accountable for its violation of international law.
- *Right to social and political participation:* Oxfam Novib's partners provide legal aid to individuals affected by authorities in the OPT and Israel. Partners react to attacks on freedom of association and assembly at national and regional level through UN mechanisms, embassies and media.
- *Right to an identity:* A number of Oxfam Novib partners contributed to the Cross-Sectoral National Gender Strategy launched by the PA Ministry of Women's Affairs in 2011, and are similarly engaged as the next policy cycle is being kicked off. Partners continue to work with Shari'a law and courts to make them gender-sensitive and continue to put pressure on the PA to make the criminal justice system more gender-just, particularly in relation to gender-based violence such as honour killings.

Consultation with Dutch bilateral assistance and with other donors

Oxfam Novib participates in a number of co-ordination structures with other INGOs in the OPT. This includes the Office of High Commission for Human Rights-led Protection Cluster Working Group, the Association of International Development Agencies, and the Humanitarian Country Team led by the United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA). Oxfam Novib participates in the INGO Gender Working Group and working relationships have been strengthened with the EC and SIDA. With the Norwegian Church Aid and Swedish women's rights donor Kvinna til Kvinna we have engaged in exploring joint work around Resolution 1325. Meetings have also taken place with UN Women and OCHA to understand and better coordinate their role in gender-sensitive data gathering and analysis of the humanitarian crisis in the OPT. Oxfam Novib has also supported efforts by UNFPA to undertake gender-based violence mapping in the lead up to the revision of needs assessment for the new humanitarian policy cycle.

SOUTH SUDAN

Oxfam

In South Sudan Oxfam Great Britain, Oxfam Novib and Oxfam Intermon work together as affiliates. After going live in March 2013, they have been working with an approved Country Operating Model (COM) and they scheduled a JCAS and COM revision for late 2013. The break-out of the crisis has pushed these reviews further back and in light of Vision 2020, these reviews may take on a different shape than initially anticipated. Oxfam Novib is the lead affiliate for Governance and Gender, while Oxfam Great Britain is leading on Humanitarian Assistance and OES on livelihoods.

Alignment with civic organisations

Oxfam Novib is in touch with other Dutch organisations in South Sudan implementing work under the reconstruction tender. There are regular teleconferences and the Peace Project team participates when possible. Coordination with other INGOs is good, not only through bilateral relationships and collaboration, but also through the UN Cluster coordination as well as through the NGO Forum in several working groups.

Relevance in relation to government policy

- *Right to social and political participation:* The South Sudan government has struggled with its policy development around social and political participation. During the second half of 2013, space has severely shrunk for civil society, voices and expression of freedom, prompting Oxfam to find ways to operate in an ever-reducing space, with partners increasingly finding innovative ways in carrying out projects and initiatives, often at great risk. Civil society itself has not been as unified as needed to push common agendas, especially as the crisis has complicated matters by leading to the government looking through tribal lenses and having even less tolerance for potential dissent.
- *Right to an identity:* South Sudan has a good number of laws and regulations with regard to gender equality and women's rights, but often the implementation and enforcement of those laws and regulations proves to be complicated because of a lack of willingness and complacency of those who owe their positions to quotas and policies and forget about fighting for others still faced with glass ceilings. Oxfam has hired a senior gender programme coordinator and will begin to develop a comprehensive gender strategy and programme over the first half of the new financial year. This process will culminate in the establishment of a long-term women rights programme in South Sudan, which will be closely linked to governance and other programme areas, pursued by the Oxfam country team.

Consultation with Dutch bilateral assistance and with other donors

The South Sudan country team is in regular contact with the Dutch embassy in Juba, providing updates on both the DGIS-funded Peace Project and the ongoing MFSII programming. Meetings and communication were especially frequent during the early days of the crisis. There is good communication and collaboration directly with the Ministry of Foreign Affairs and the section that manages the Peace Project, facilitated by the International Funding of Programmes Management team in The Hague. There are strong ties to the EU, with regular visits and updates, as well as with the French embassy, DFID and the Swedish and Norwegian embassies. As Vision 2020 changes are starting to take shape, the managing affiliate will more and more become the external face for Oxfam in the country, so donors will increasingly be able to better understand Oxfam's way of working and can focus on one Oxfam being the contracted partner and general point of reference.

SUDAN

Oxfam

In Sudan Oxfam Novib and Oxfam America are the two operating affiliates. Oxfam America has a full-ledged presence with a well established field office in Darfur. Oxfam Novib is managing its program from The Hague with a small management team.

The JCAS was finalised in December 2012. Since then the two Oxfam's have continued with the implementation of this strategy. A joint program evaluation was carried out against the Oxfam Program Standards. Oxfam Novib has introduced the programmatic approach which will eventually result in the focus on two programs: the resilience of small farmers and pastoralists and strengthening female leadership and female entrepreneurship. Oxfam America is complementing this strategy with a focus on the right to life and security.

Alignment with civic organisations

In the past year no consultations with other Dutch NGOs were organised. However, Oxfam Novib meets regularly with ZOA at bilateral level to discuss our contribution to a shared Sudanese partner, MA'AN. Oxfam Novib was in contact with ZOA and War Child to discuss the opportunity to apply collectively to the Postcode Lottery, though this collaboration did not materialise. War Child has decided to close down its operations in Sudan. There are no other MFS alliance partners working in Sudan.

Relevance in relation to government policy

The two Oxfams in Sudan have a comprehensive programme that includes programmatic focus on humanitarian issues, early recovery and sustainable development.

- *Right to a sustainable livelihood:* The agricultural policies of the Sudanese government neither target nor benefit small farmers and pastoralists, whose entitlement and access to land is deteriorating rapidly. This is being addressed in one of the two new Oxfam Novib programmes. There is a conducive environment for the development of a micro finance sector, as rural areas are almost totally neglected with any of these services. Oxfam Novib is pursuing its strategy to replicate the business model of the MFI PASED, a longstanding partner.
- *Right to basic social services:* Two partners are involved in education and adult literacy programmes. However, Oxfam Novib has decided to withdraw from this sector and focus on the right to sustainable livelihoods and the right to identity.
- *Right to life and security:* The conflicts in Darfur and three other areas are persisting and even deepening, especially in Darfur. Communities' lack of security is appalling and many partners not only get involved in regular development activities but also engage in local humanitarian assistance. Oxfam America remains active and addresses emergencies in Darfur, where the level of crisis has increased to Cat II with more than 220,000 being displaced since January 2014.
- *Right to social and political participation:* In anticipation of the elections in 2015 and to turn around increasing international isolation, the government has called for a national dialogue to discuss strategies for development and ways to address corruption and increase accountability and transparency in national public expenditure. At the same time, the space for civil society organisations continues to shrink. Considering the sensitivity of this type of work in the Sudanese context, Oxfam Novib's activities around social and political participation are integrated and embedded in the two programmes with a focus on land rights for small farmers and pastoralists and legal rights in the public and private space for women and girls.
- *Right to an identity:* In 1983 Shari'a Law was introduced, resulting in a major setback for women rights and social status. The Personal Status Act (Family Law) was introduced in 1991 and adopted some of the most restrictive views in Shari'a, reducing women's rights to a minimum and causing significant deterioration in women's status. Two Oxfam partners lobby and advocate to change the law and to improve the rights of women and girls. Other NGOs also work to improve women's economic status.

Consultation with Dutch bilateral assistance and with other donors

On the occasion of the visit of a representative of the Dutch Ministry of Foreign Affairs, Oxfam Novib organised a round table with its partners and Oxfam America to discuss the Oxfam programmes in Sudan and the challenges that Oxfam and Sudanese civil society organisations are facing.

The secession of South Sudan in 2011 and a progressively shrinking space for civil society in Sudan has resulted in international NGOs leaving Sudan, voluntarily or not; this makes harmonisation in Sudan a serious challenge.

UGANDA

Oxfam

Oxfam Great Britain, Oxfam Ireland and Oxfam Novib work in Uganda, where Oxfam Novib is the Managing affiliate. In 2013 Oxfam Great Britain decided to reduce its involvement in Uganda as of 2014, and systems were put in place to incorporate valuable components of Oxfam Great Britain's program into other affiliates programs in order to stay true to the delivery of the one country program. The co-operation and streamlining of systems between the Oxfam affiliates was not easy, but has improved considerably in 2013.

In 2013 Oxfam Novib continued cooperation with Oxfam Great Britain on the 'We Can' campaign on domestic violence. Further collaboration continued on the sharing of tools such as the GALS of the WEMAN programme.

Alignment with civic organisations

Oxfam Novib continued to be a member of Agri-ProFocus, which coordinates the investments of most Dutch organisations in Uganda in the field of agriculture and livestock (value chain development). Oxfam Novib, Edukans, ICCO, IICD, ICS, SNV-Uganda, Terre des Hommes, ZOA and War Child Holland have continued their cooperation under the umbrella of the LEARN Platform in 2013/14, including through a web-based members' forum for information exchange and sharing of experiences.

Oxfam Novib's programme on social and political participation as part of the Oxfam country programme is coordinated among ICCO, Cordaid and Hivos, who have all decentralised to Kampala or Nairobi. In 2013/14 Oxfam Novib continued support to the Uganda Governance Monitoring Platform (UGMP), co-ordinated by ICCO. The UGMP consists of Ugandan NGOs who monitor the government on democracy, human rights, transparency and accountability.

Relevance in relation to government policy

- *Right to a sustainable livelihood:* As the Dutch government has prioritised food security, the RNE in Kampala has focused its policy on this area and given out contracts to consortia such as Agriskills4U, in which some Oxfam partners participate. Oxfam was not involved as the RNE seems to see Oxfam more and more as an international rather than Dutch organisation. Land grabbing is increasing in Uganda and not being addressed by the government, though civil society keeps it on the agenda. The Oxfam GROW Campaign, of which Uganda is one of the focus countries, continued to address cases of land grabbing. Confidentiality is observed in specific cases which are in mediation. Oxfam and partners work to address land cases on local level in Northern Uganda.
- *Right to social and political participation:* Increasingly the state inhibits political participation of civil society and democratic decision making. The Oxfam Novib-Hivos project CEW-IT continues to address these tendencies by empowering rural citizens to participate in political processes at local level.

Consultation with Dutch bilateral assistance and with other donors

The European Commission (EC) supported Oxfam Novib's work on various projects during 2013/14. Oxfam Novib continued the project CEW-IT, on neighbourhood assemblies or peoples parliaments, in rural areas in Northern and Western Uganda. CEW-IT started in 2010 with EC funding and is coordinated by Oxfam Novib and Hivos. Oxfam Novib also continued the CRAFT project with a grant from the EC and has secured follow-up funding from DGIS for 2014/15.

The Internet Now! Project continued in Northern Uganda with National Postcode Lottery funds, and has so far opened 20 rural centres with full internet connection.

2013/14 saw the dissemination of WEMAN/GALS tools in value chain development, implemented with several partners and funds from IFAD.

ARUABITS, a digital design school to provide youths with knowledge in web design, IT skills, creative multimedia and entrepreneurship to improve opportunities in employment and self-employment, started in 2013. The IMPACT alliance co-operation between Oxfam Novib and Butterfly Works works well, including the co-operation with the established KampaBits of Terre des Hommes.

3.8 Learning ability of the organisation/progress learning agenda

The IMPACT alliance's learning agenda identifies specific learning questions for each of its six thematic priorities within the five programmes. The aim of the learning agenda is to provide clear focus and guidance to our learning processes both internally and in our work with partners through our fourth intervention strategy, Knowledge and Innovation Management (KIM).

While the focus of this chapter is on what we have learned in relation to these learning questions, this doesn't mean our learning is only limited to these questions. For example, in the Netherlands Oxfam Novib is a member of the Partos initiative group for a learning platform on capacity development. In one of the working groups that deals with innovation and effectiveness in planning, monitoring and evaluation, Oxfam Novib is actively participating by sharing experiences of the monitoring of the My Rights My Voice programme and the Burundi core country evaluation of Oxfam Novib. Together with eleven other Partos members, we are trying to strengthen our capacity to use planning, monitoring and evaluation for learning. The working group is currently developing a paper to be shared with other Partos members with a focus on challenges and suggestions about how to deal with them.

Thematic learning frameworks

In order to further operationalise our learning agenda, the IMPACT alliance works with six thematic learning frameworks which were designed to provide more focus to our learning initiatives in each of our thematic priorities. According to their area of expertise and work, the different members of the alliance contribute to specific thematic learning frameworks by sharing their experiences and lessons learned, facilitating linkages with other stakeholders, and designing and implementing joint learning initiatives (see below).

Below you will find the progress achieved so far on the implementation of the thematic learning frameworks, and how we are using the learnings to adapt and improve our future work.

3.8.1 Struggle for land, water and food: Oxfam Novib

We have carried out the following activities on the learning agenda in 2013: we performed an evaluation of the theme, we continued with the knowledge programme on agro-biodiversity with HIVOS and numerous other partners, and we initiated on behalf of Oxfam an online debate on the future of agriculture.

Evaluation

In 2013, Oxfam Novib evaluated its activities in its priority theme 1, "Struggle for Land, Water and Food". This theme is part of the livelihoods programme of Oxfam Novib. The emphasis was on trainings provided by the partners. The evaluation concerned the implementation of this theme halfway through the current funding phase. It had the dual objective of learning from experiences in the period 2011-2013 and steering for the remainder of the period till the end of 2015.

The following questions were answered:

Question 1: What are the applied theories of change/models strategies of counterparts active on WBI (women's bodily integrity)? To what extent have Oxfam Novib's intermediate outcomes been achieved during the evaluation period (2011-2012)? We've put specific focus here on the trainings provided by partners.

Question 2: To what extent has Oxfam Novib contributed to the changes in sustainable livelihoods?

Question 3: What do observed intermediate outcomes say about the relevance and comprehensiveness of Oxfam Novib's theory of change?

Oxfam Novib has contracted two consultants who evaluated the priority theme. It involved a light desk study covering 17 countries, followed by an in-depth analysis of 22 selected partners in eleven countries. Additional field studies were done in Uganda and Cambodia during which 13 partners were studied and interviewed.

Our conclusions so far

Conclusions were drawn on different levels of programme implementation.

On programmatic approach

1. The country level programmes are still too much partner-centred, and not sufficiently coherent. The results of the evaluation confirm some more general observations on Oxfam Novib's performance and progress of the implementation of the theme. The programme at national levels is in cases still heavily partner-centred: it is a portfolio of partners, with limited clear binding elements that would make it a true programme.

Working on the programmatic approach is a top priority for all our work and is prominently on the agenda. The conclusions and recommendations of this evaluation confirm the need to use a programmatic approach in all our work for coherence and effectiveness. Oxfam Novib made this a priority for 2014 and 2015.

2. Limited knowledge, information and experience exchange

There was limited facilitation by country offices on exchange of information, knowledge and experience between partners and also Oxfam staff.

Oxfam Novib sees a quick win here for (new) staff in country offices and will request country offices to follow up on the recommendation from the evaluators to revive country-level knowledge exchange by organising partner network meetings. This can and should be organised at Oxfam level, i.e. with all Oxfams working in a particular country. This will enable Oxfam Novib as well as all Oxfam partners to improve coordination and coherence of their projects and facilitate knowledge exchange between them. This could be a good input to programmatic work at country level by jointly developing with partners and other actors a country-level specific theory of change for our work on sustainable rural livelihoods.

3. Artificial division of two priority themes; they are too interlinked to separate at the partner and beneficiary level

In the current corporate plan of Oxfam Novib the programme Right to Sustainable Livelihoods is divided into two priority themes: struggle for land, water and food; and fair markets and reliable financial systems. The evaluators conclude that this division of two priority themes is artificial; they are too interlinked to separate at the partner and beneficiary level. Small holders and partners in practice link both priority themes naturally. This is a pleasant surprise for Oxfam Novib.

Oxfam Novib has started to think of a way to do justice to the breadth of the work on rural sustainable livelihoods while packing the work in such a way as to enhance learning, continue building expertise in the theme and develop and implement quality programmes with meaningful impact.

Instead of the two separate themes, we will introduce a more modular way of thinking: we will build our knowledge and expertise around smaller content areas or building blocks related to the current overall theory of change. Each country working on the Right to rural sustainable livelihoods can work on one or more of these building blocks, e.g. land rights, value chain approach, rural finance, agro biodiversity, or knowledge from other Oxfam Novib programmes

4. Potential for the use of an overall Oxfam Novib theory of change and importance of country-specific theories of change

Oxfam Novib agrees with the evaluators on the importance to translate the overall Oxfam Novib theory of change to a context-specific theory of change at local and national levels.

An important element to take into account for the national programmes is: how willing and able is a government to deliver extension services to small scale food producers? Countries which are turning rapidly into (low) middle income countries often have more potential for lobby activities and will very probably have a smaller need for direct poverty alleviation activities. In countries at the bottom of the Human Development Index or in failed states it stands to reason that Oxfam Novib's strategy will be more focused on direct poverty alleviation and civil society building. Within a country, the regional differences can require their own programmes and theories of change.

On training

5. There is a wide variety of training, but not sufficient coordination with other actors

In the two countries visited, Cambodia and Uganda, the evaluators observed a possible oversupply of training topics and methods. The analyses for new programmes will have to take into account the training and input supply by other actors in country. Country office staff involved in the development of new programmes and/or approval of financial support to partners will be explicitly requested to look into coordination issues of training in the same area.

6. The technical and context specific expertise at partner level are often insufficient.

The evaluators confirmed the existence of a wide variety of training, both in terms of content as well as training methodology (Farmer Field Schools, Training of Trainers, etc.). The evaluation report identified some serious concerns on the content of the training programmes and the technical expertise of some of the partners. Most partners realise the need for a proper follow-up with trained participants, but admit that the follow-up is the first thing that suffers during implementation.

The need to develop minimum requirements for every partner organisation and for all Oxfam Novib staff working on sustainable agriculture practices has become evident, and these are being finalised. These

requirements will be both on the content of the training and on making sure the training is adapted to the local needs and context. An important requirement will be that proper follow-up of the training is scheduled from the start. This also applies to the coordination of training in country, as described above. The programme analyses at country level will have to take these minimum requirements into account.

On lobby

7. Impressive lobby results were reached by Cambodian and Ugandan partners

The two country visits gave the evaluators a better understanding of the outcomes of lobby at different levels, whereas the documentation studied in the earlier stage did not give sufficient insight in those outcomes. The lobby was aimed at different levels (from community to international) and was related to different topics. Many examples of lobby were found in Cambodia and Uganda: access to land, compensation for loss of land, national budget allocation for agriculture and halting a bio safety law in Uganda. The vast majority of the results have been achieved through work of partners.

Oxfam Novib will continue to support partners on lobby and where possible support them with additional or new tools (such as theory of change) to enhance the success of their lobby activities. In GROW focus countries Oxfam Novib will continue to play an initiating and facilitating role towards advocacy with partners. In other countries the role of Oxfam Novib will follow from the country-specific theories of change.

8.3.2 Agro biodiversity

In order to foster a more relevant and dynamic debate on the future of agriculture and the accountability of the different actors, Oxfam Novib has organised and implemented collaborative learning initiatives between Oxfam Novib, other Oxfam affiliates, partners, research institutes, alliance members and other stakeholders (including the Ministry of Foreign Affairs, embassies, private sector and/or other development organisations and networks) that develop, experiment, validate and make available knowledge and new practices. This learning initiative is called *Agrobiodiversity@knowledged*, the knowledge platform in cooperation with HIVOS. Currently, over 70 people are involved in this knowledge hub.

Agrobiodiversity@knowledged has provided added value through a safe environment for exchange, ownership, continuity and adaptability of ideas. By fostering this environment of sharing ideas between colleagues, experts and partners, this knowledge platform created a network of trusted information. In order to intensify this knowledge exchange, participants must be committed to the same vision of creating and development of knowledge on agro biodiversity.

8.3.3 Fair markets and financial systems: Oxfam Novib, SOMO, Fairfood

Our focus was the integration of the sustainable value chains development approach. These main learning questions guided the team:

Question 1: How can the role of small producers be enhanced to address the issues of hunger and food supply of the growing world population?

Question 2: What is the role of traders in the food system and their influence on poverty?

Question 3: Are the various approaches making international production chains more sustainable effective and do these approaches garner commitment from the actors in the chain?

Question 4: How can the capacity of civil society in the South be strengthened to effectively influence the policy and practice of governments and companies in favour of small producers and the food security of the rural population?

Question 5: How can citizens and civil society organisations make traders and food processing industries accountable for the role they play in relation to poverty and hunger?

What have we done to try to answer those questions?

First, in enhancing the role of small-scale producers, Oxfam Novib has addressed the issue of gender mainstreaming in sustainable livelihoods programmes. Women's Empowerment Mainstreaming and Networking for gender justice in economic development, also known as WEMAN, is an Oxfam Novib programme in collaboration with IFAD. WEMAN uses the Gender Action Learning System (GALS), a community-led empowerment methodology that is used for (a) individual life and livelihood planning; (b) collective action and gender advocacy for change; and (c) institutional awareness raising and changing power relationship with service providers, private sector stakeholders and government bodies.

Second, in order to analyse the components of sustainable value chains, a thorough inventory of Oxfam Novib partners and roles in value chain development work has been conducted. Over 171 partners are involved in 21 countries whose work involves different components of value chains work such as advocacy, assets provision,

skills training on production, etc. More detailed information can be found on <http://harvestacademy.oxfammultisite.nl/>.

What are our conclusions so far?

GALS has proved its effectiveness in changing gender relations, mainly in Uganda, Rwanda, Nigeria, Sudan, Peru and Pakistan, including property rights, decision-making, violence and male alcoholism. Within its WEMAN programme, Oxfam Novib seeks to further develop and innovate by adapting and implementing GALS in different contexts and value chains and with the private sector at different levels.

The sustainability of value chain development work highly depends on a thorough and relevant beneficiary and market analysis. While it is true that value chain development is a strategy that could enhance the income of small holders, no one-size-fits-all strategy is effective for all programmes, as observed in the sharing among country officers. Some programmes involve enhancing only local value chains, while other programmes have the potential of linking up with international value chains. Whichever strategy is implemented, it is emphasised that the main objective of Oxfam Novib is to increase the rights and income of the beneficiaries – the small holders.

8.3.4 Access to quality education: Oxfam Novib, Butterfly Works, HIRDA

We have used two main sources of information for the learnings we include in this document:

- Based on research that we conducted in 2010 and projects since this time with partner organisations using tools to measure behaviour change we conducted interviews with partner organisations in 2013 on what tools were effective for their organisation.
- In 2013/2014 a study we commissioned from the University of Sussex was completed, looking at on youth and active citizenship around issues of education and sexual reproductive health, with case studies on Senegal, Pakistan, and Palestine.²¹

Our questions and conclusions so far

Question 1: How can we better measure the quality of the education and the impact education has on the actual behaviour of young men and women? Specifically: what tools, systems etc. would be useful for partners and for us?

These are some of the main findings from a literature study carried out by Cristina Ricardo in 2010 for Oxfam Novib (unpublished):

- “Behaviour change is most often the product of non-linear, long term, and often-unpredictable processes requiring efforts at multiple levels. It is therefore necessary to think beyond simple cause-effect terms and be open to the reality that change does not always happen in the linear or predictable fashion in which interventions are designed.”
- “Stop thinking about behaviour change as a short-term process. [You] ... can have a sense of whether an intervention has had a positive influence by tracking factors such as behavioural attitudes and behavioural intention within the short to mid-term. Nonetheless, positive changes in the short or mid-term are not sufficient to know if such favourable changes, including behaviour change itself, will be sustained over the long-term. Thus, in order to gauge the long-term effectiveness of interventions, it is ultimately necessary to design measurement efforts that extend beyond the short timelines of interventions.”
- “Attributing change to interventions: No behaviour change intervention is carried out in a vacuum, nor can it be evaluated in a vacuum. (...) Even in the most rigorously designed evaluations with control groups, there can still be numerous influences that are impossible to isolate. In this way, it is perhaps more realistic to think of measurement efforts as a means for identifying whether an intervention “contributed” to a change, more so than whether an intervention was responsible for a change (Batiwala and Pittman 2010).”
- “Determinations about which behaviours should be encouraged are more complicated and laden with values and norms, such as is often the case with sexual behaviours and HIV prevention. Notions of “good” or “healthy” behaviours can often be biased by the broader social context, including gender norms which reinforce inequities between women and men. Rather than seeking to impose specific behaviours in designing interventions, therefore, it may be more appropriate to support individuals to understand how their social contexts influence their behaviours and to help them develop the capacities to make informed choices about their lives and behaviours.”

²¹ Full report can be found in the following link: http://www.oxfamnovib.nl/redactie/Downloads/Rapporten/youth-active-citizens-report_march2014.pdf

- “Triangulation, or the use of more than two methods to track changes, can significantly increase the credibility and validity of results: therefore [it is] important to include participatory and qualitative methods that engage stakeholders from the beginning, bring beneficiaries' voices to the fore, and seek to capture the expected as well as unexpected changes. One such methodology is the Most Significant Change (MSC) technique which entails working with multiple stakeholders to collect stories and narratives of change and to systematically verify if and how these stories and narratives resonate with others (Davies and Dart 2005).”

8.3.5 Measuring behavioural change in practice

All of the points derived from theory have been echoed in one form or another by practitioners of Oxfam Novib's current and former partner organisations who work on this topic. However, no clear-cut solutions have been found to address those challenges, and it is unclear to what extent and in which conditions the tools that were provided in the trainings have been successful.

Nevertheless, on several occasions it was mentioned that it is very difficult to get individuals to answer truthfully and openly to questions about culturally sensitive issues. The solutions they provided amounted to 1) making use that peers, youth of same age, conduct the surveys, and 2) to triangulate the findings by making use of focus group discussions and key informants. It was also clear that providing various tools around behaviour change is difficult as it causes confusion and is usually only effective with organisations that have a strong monitoring, evaluation and learning system. Training on one tool is helpful and follow-up is essential.

Question 2: How have our interventions effectively promoted more active citizenship of youth on health and education (young men and women claiming their rights on education and health) in society and in our own programmes? Has the increased participation of young men and women in the planning, monitoring and evaluation of education activities contributed to this?

The following lessons are based on a report commissioned to the University of Sussex on youth as active citizenship around education and sexual reproductive health:

- National strategies are needed on the ways that active citizenship, education and SRHR are linked among youth, partner organisations and country offices to provide greater coherence;
- Develop a project-partner evaluation system;
- Provide training and tools for partners and youth in order to develop open and creative problem solving approaches and stimulate shared learning;
- Combine elements of youth as active citizens (YAC), education and SRH in all possible ways;
- Develop, operationalise and evaluate specific strategies to reach and engage more women and minorities, and make sure that they all participate equally in YAC activities;
- There is need for local advocacy and consultation to challenge sensitive SRHR issues;
- Appoint youth ambassadors as YAC champions;
- Incorporate SRH in the formal curriculum of educational institutions and beyond to create a coherent approach;
- Incorporate research within Oxfam Novib activities;
- Increase the use of media to raise awareness and support.

3.8.6 Conflict transformation: Oxfam Novib

For 2013, we focused on one particular question included in our Learning Framework on Conflict Transformation: “What are effective strategies to prevent manage and end (local) conflicts?”

We have used two main sources of information for the learnings we include in this document:

- Analysis of project evaluations and reports for external donors (done in the month of October) when the conflict transformation team in the knowledge and programme management department reviewed nine final reports; and
- Conclusions from the webinars and face to face meetings with the conflict transformation community which brings together all colleagues working on the programme.

The webinars focused on an introduction to understanding conflict analysis, discussing case studies on how countries have used conflict analysis, the concepts of conflict sensitivity and “do no harm”, and gender, conflict and peace building.

The face-to-face meeting in 2013 focused on strategising for conflict transformation and practicing with the tools for conflict transformation programming (e.g. reflecting on peace practices matrix).

Background of Oxfam Novib and conflict transformation

In 2010 Oxfam Novib directors made a strategic choice to make conflict transformation a priority theme. This term was new for Oxfam Novib and the understanding of what it meant and how it should change our ways of working was weak. In 2012 Oxfam Novib went through a process of defining what conflict transformation meant for the organisation by developing a policy paper.

Conflict transformation was also strengthened within Oxfam after obtaining the DGIS reconstruction tender at the end of 2012 for Pakistan/Afghanistan, South Sudan and the Great Lakes (along with Somalia and Ethiopia, led by Oxfam Great Britain).

In October 2012 Oxfam Novib conflict transformation focal points met in Kenya to learn about conflict analysis (the key starting point for any conflict transformation strategy), finalise the policy paper and launch the community of practice on this subject. After this workshop country teams began the process of doing joint conflict analysis with their Oxfam colleagues and partners. In December 2013 colleagues took the next steps to further develop their conflict transformation strategies with a joint workshop (Horn, Eastern and Central Africa will have a separate workshop in 2014) using the Reflecting on Peace Practice Matrix, a tool that maps and links activities and outcomes of a project. The teams also strengthened their theories of change per country/programme.

Our conclusions so far

- Conflict analysis is central: Good conflict analysis for effective peace programming is about identifying and prioritising driving factors of conflict (issues and people); relationships among driving factors; stakeholders and key actors; and points of leverage for interventions. Effective strategies to prevent, manage and end conflict are based on a solid foundation including conflict analysis.
- A key link between conflict analysis, the final project goal and the bigger peace picture in a certain context is the theory of change, i.e. how we assume change will come about. The theory of change needs to outline what change the project aims to bring about and how.
- Peace programmes that focus on change at the individual/personal level but do not link this to the socio-political level have no discernible effect on peace.
- Peace programmes that concentrate on the socio-political level and engage more people must link to activities to engage key people, and key people activities must link to activities to engage more people, if they are to be effective.
- Impact assessments or evaluations need to be based on rigorous conflict analysis, well-articulated theory of change and well-defined goals and objectives in terms of the bigger conflict/peace picture in a specific context.
- It is crucial to work with the "hard to reach".
- Specific activities which have been shown to work include involving communities (including women by specifically targeting them to be part of the process) to help solve local conflict and prevent further conflict. In Afghanistan, Zimbabwe and Pakistan successful creations of community peace councils have helped build capacity in conflict prevention and mitigation. What needs to be avoided is that the creation of such groups replace more sustainable government functions or can be done in collaboration with the government system to partially fund such activities.
- In Pakistan, Afghanistan and the Netherlands youth have also been targeted to help create new generations that help foster peace. In Afghanistan successful practices of peace education in schools have decreased violence both in and outside the classroom. In Pakistan training youth on issues of identity formation, conflict prevention, citizenship and counter-extremism has allowed youth to participate in community-based peace building processes. In the Netherlands, through the use of online gaming, young people have learned the importance of promoting peace in their communities and abroad.
- In Pakistan a successful practice in preventing sectarian violence, and in particular religious extremism, is developing a new cadre of religious mediators among Sunni and Shiite religious scholars and practitioners.

3.8.7 Access to information: Oxfam Novib, 1% Club

In 2013, we addressed six learning questions in relation to access to information, greatly facilitated by the evaluation of Oxfam Novib's work on access to information and the 1%Club's innovation agenda on M&E 2.0. Given that the theme of access to information was still quite new for Oxfam Novib, the evaluation was set up as a learning evaluation, especially meant to inform policy and programming practice and less focused on measuring impact.

Oxfam Novib leading question

Question 1: How to make use of new and mobile media to increase transparency of and accountability in democratic processes (e.g. elections, budget monitoring, etc.)?

The paper “Elections and new and mobile media” from June 2012, which documents experiences and lessons learnt from ICT election projects in Burundi, Uganda, Cambodia and Senegal, has been shared widely within Oxfam Novib’s community of practice on social and political participation. It has been used extensively in the preparation of new proposals of several country offices on using technology for transparency and accountability, most notably in Mali, Burundi, Rwanda and Tunisia. An integral part of each proposal is to document and share the lessons learnt.

For the Access to Information (A2I) evaluation, which was finalised in 2013, the evaluators were asked to explicitly address the role of ICTs in A2I. They pointed out a number of considerations which are valid beyond only A2I related activities:

1. It is important that actions to promote A2I are based on a realistic assessment of which ICTs are likely to be available to disadvantaged communities in the foreseeable future. In particular it cannot be assumed that broadband, smart phones and Web 2.0 will be widely available and affordable.
2. ICTs and Web 2.0 can reach marginalised populations, through hybrid ICTs. Basic voice, SMS and data-enabled mobile phones will remain the main means of ICT communication for the vast majority of poor communities.
3. Gaining affordable access to ICTs (even broadband) may not in itself empower marginalised groups. ICTs can potentially instead lead to control by the centre (or elites) over the periphery (or marginalised groups). By far the most common use of all forms of ICT is recreational, more and more driven by commercial criteria, and not by empowerment considerations.
4. Whether ICT-enabled services and applications facilitate access to decision-making and A2I for marginalised groups depends to some degree on the content available, and on the terms on which content is made available; which in turn is influenced by the ownership and governance models involved. While these services are often free to use, the business model and corporate governance shape what they can be used for. The commons governance model (e.g. free and open source software, peer-to-peer networking) is best suited for empowerment purposes.
5. Crowd-sourcing is effective only where ‘the crowd’ can access and use the information generated. Ownership of, access to, and control of the information collected is equally, if not more, important.

Question 2: How can access to information strategies strengthen political and social participation of women and positively impact their lives?

This was one of the A2I evaluation questions, but little evidence could be found. Only very few partners have considered the link between their A2I activities and the strengthening of political and social participation of women. The evaluators identified a very limited understanding of the gender dimension of A2I. In the absence of such an understanding, it is likely that the potential for a more positive contribution to gender justice of these A2I interventions is underexploited.

Gender and ICTs – recommendations: To understand the gender dimension in an ICT context, we need to further analyse what gender digital divide means in all its aspects, ranging from divides in access to infrastructure, to content and to knowledge, and to the strategic use of technology. A gender-sensitive deconstruction of A2I requires gender-disaggregated data. This enables an analysis of the opportunities that women have to exercise their political and civil rights in practice, and an exploration of the power dynamics embedded in each situation during project implementation. This in turn requires relevant information, in a timely and affordable manner and in usable form.

Oxfam Novib learned major lessons during a conference on Human Rights and Technology, which focused on how technology and gender interrelate. A specific session on *The Web Women Want* highlighted the unique barriers to access and risks women face online, and moved the ball forward on new strategies to enable free, full, and safe participation online for all. The policy paper on A2I includes a specific section on its gender dimension.

Question 3: How to involve offline citizens in online activities and transfer online activism into offline action?

Oxfam Novib organised a workshop on this question at the 2012 CIVICUS World Assembly. One example came from Oxfam Novib’s partner COMFREL in Cambodia, in which an SMS information system is combined with volunteers who function as a linking pin between those connected to ICT and those without access. In Occupy Montreal and the 2012 student protests, Facebook was used to organise protests. The experience is that Facebook is good for getting the word out, but not to get people to act, plus there are concerns about privacy. To promote action, SMS and phone calls proved to be more efficient. A key lesson learnt is that much effort is needed when using ICT to engage people who are illiterate or not online. Another lesson learnt was that it is difficult to get people to share information on one platform only, and that it is better to use aggregation tools that can gather – through crowd sourcing mechanisms – information from different sources (e.g. the case presented from 18 Days in Egypt).

Question 4: How can positive impacts of new and mobile media be scaled up to increase and facilitate impact and outreach of civil society organisations?

Oxfam Novib collaborated with the organisation the engine room to develop an ICT capacity skills assessment tool. This tool was applied with more than 40 Oxfam Novib partners in six countries (Burundi, Rwanda, Niger, Angola, Pakistan and Egypt). Country reports were produced and a final overall analysis was made.

Question 5: How to make safe use of new and mobile technologies?

This question does not need actions from Oxfam Novib since many documents are already available. We refer staff to Tactical Tech's Security-in-a-Box²² or Mobile-in-a-Box²³; for practical hands-on support, we connect staff to our global partner Access Now, specialised in online security. Two webinars have been organised with Access Now at which online security was a subject of discussion; one was recorded and can be accessed online²⁴.

1%Club leading

Question 6: How to use and combine new and traditional monitoring and evaluation methodologies to strengthen downward accountability of aid and to allow for bottom-up engagement?

1%Club developed a new way of monitoring and evaluating by opening up data at all levels, using mobile research, SMS surveys and open datasets. This allows for the creation of a 360 degree feedback loop. This tool, called "Three60", was developed in collaboration with Akvo and Text to Change and won the Gates Foundation innovation prize. A pilot was executed in Uganda (gothree60.org). Oxfam Novib is exploring how this can be linked to its initiatives to improve impact measurement (the World Citizens Panel).

Conclusions so far

The A2I evaluation and other learning activities have led to the overall conclusion that Oxfam Novib's KIM intervention strategy within the A2I priority theme needs to be further developed. The evaluators found only a few instances where the exchange of A2I related knowledge was facilitated, learning initiatives were undertaken and/or local/global links established. The special project in the MENA region contributed positively to exchanges between the A2I partners in the region. Additionally, training on budget monitoring, a theme closely linked to A2I, has already been organised for partners and Oxfam staff and led to the setting up of informal communities of practice. Some more specific conclusions/recommendations were made and responded to by Oxfam Novib:

1. There is a strong need for clarity of the concept of access to information.
Response: Policy Paper, How to guide and improve monitoring systems;
2. For programme development, Oxfam Novib should focus on a selected number of countries.
Response: with the focus on OPT/I and the broader MENA region, we created a natural starting point where energy and interest were present. A programme development guide (see above) has been developed in the MENA region and will be used for the second round of selected focus countries.
3. More investment is needed in a thorough country context analysis: the three country reports of the evaluation already provide good examples.
Response: in OPT/I we piloted with an extensive context analysis; the experience has been documented in the "how to" guide (see above).
4. Within Oxfam Novib, and more so in the broader Oxfam, access to information is a relatively unknown strategy to advance people's social and political participation.
Response: Integration of A2I in country strategies and other programmes has been recommended in the annual plans of those countries that invest in social and political participation.
5. Although there are several mechanisms for exchanging knowledge and learning, these focus on cross-country levels. More attention should be devoted to in-country learning platforms.
Response: This has been taken up as an element of A2I programming and as such included in the "how to" guide.
6. Need for more tailored, specialised cross-country communities of practice (CoP): Currently, there is only one general CoP and a CoP on budget monitoring. When more A2I country programmes are developed, a specific A2I CoP should be established; sub-themes such as transparency and corruption, citizens-generated information and public accountability might already emerge earlier.

²² <https://securityinabox.org/>

²³ <http://mobiles.tacticaltech.org/Security-2.html>

²⁴ <http://oxfamnovib.adobeconnect.com/p5qp3956ci9/>

3.8.8 Women's bodily integrity: Oxfam Novib, HIRDA

For 2013, we focused on two particular questions included in our learning framework on women's bodily integrity (WBI).

Question 1: What are the applied theories of change/models strategies of counterparts active on WBI? Do they relate to our own theories of change?

Question 2: To what extent has the programme contributed to changes in behaviour of men and women regarding WBI? How have the changes on behaviour been measured/assessed? (Connected to outcome indicator 46).

We have used two main sources of information for the learnings we include in this document:

- Analysis of project evaluations and reports for external donors (done in the month of October) when the gender justice team in the knowledge and programme management department reviewed eight final reports;
- Conclusions from the four virtual sessions with the gender justice community, which brings together all colleagues working on gender justice programmes around the work for monthly virtual discussions using Skype. We had four exchanges with partners (June to November) and one reflection session in December. The specific topic was *Working with men around gender issues*. During these exchanges a partner is invited to present their programmes and share their lessons and experiences on how best engage men and boys on issues concerning violence against women, sexual and reproductive rights, gender division of labour, etc. We held sessions with partners from the pan-Africa region and Vietnam, the Universal Access to Female Condom programme in Mozambique and the WEMAN programme in Uganda and Rwanda.

Our conclusions so far

- Although most project evaluations and reports do not make their theories of change explicit, some evaluations reveal the assumptions on which their interventions are based. They confirm that we share the same analysis and same assumptions on how social change happens. All evaluations and reports, as well as the presentation of our partners during the virtual exchanges, emphasise that working with both men and women to change their individual and collective beliefs and actions is a requirement to achieve the desired change. It is also clear that specific and well defined strategies to engage men and boys to work on gender issues, violence against women and sexuality and reproduction must be considered in order to effectively address the root causes of gender inequality and violation of women's bodily integrity.
- Consistency in the use of similar theories of change by different programmes can be attributed to Oxfam Novib's consistent use of the gender and work model, that helps understand and identify the diverse areas where change needs to happen in order to achieve gender justice. This model has been shared with partners and used in the design of programmes across the confederation. In order to keep that consistency – which is fundamental for monitoring, evaluation and learning, and the reflection and adaptation process on programme development and implementation – Oxfam Novib is using the same model to support the development of quality programmes as it facilitates the identification of common objectives and approaches.
- Analysis of evaluations and reports and especially the virtual exchanges with partners present two major conclusions:
 - Specific and innovative strategies to work with men and boys should be systematically considered in the design of all programmes working on WBI. The experience of our regional partner FEMNET as especially enlightening with their project Men 2 Men.
 - There is, however, the need to keep clear that the ultimate goal of such programmes is to challenge power structures towards a more equal relationship between men and women. When patriarchy and subordination are not recognised as the causes of WBI violations, most women and girls will be supported as victims rather than with the aim of increasing their self autonomy and empowerment. For example, research conducted in the context of the Universal Access to Female Condom project shows that focusing on bringing men into the project without emphasising a rights-based perspective can lead to men taking away from women the control over when and how they use the female condom, unintentionally perpetuating the subordinated and powerless position of women.
- Partners are still struggling to find reliable and user/cost-friendly methodologies that will allow them to measure changes in people's behaviour. Oxfam is facing the same challenge, but Oxfam Novib has positive experience with the Most Significant Change methodology and that should be further exploited. Already an adaptation has been made in the shape of the *Stories of Change* methodology, which is being integrated as a key component of all programmes currently being developed. This will facilitate consolidation and comparison of data and results to define our contribution towards changes in people's behaviours regarding gender justice and women's bodily integrity.

3.8.9 IMPACT alliance: successful collaboration

To illustrate the impact of partnerships within the IMPACT alliance, the top ten most successful collaborations during 2013-2014 were considered to be:

1. *Connect4Life*: Oxfam Novib and Butterfly Works implemented a new approach for SRHR education in ten countries, involving country offices and many local partners.
2. *World Citizens Panel*: an Oxfam Novib project, co-developed by Butterfly Works and currently being implemented in Somalia by Hirda. From the second half of 2013 on the toolkit of Three60 of 1%CLUB was used with the World Citizens Panel.
3. *Design of a Ruggie Principles toolkit* for companies by ON, Fairfood and SOMO.
4. *DGIS fragile states project in Pakistan*: Oxfam Novib and SOMO.
5. *Crowd sourcing research platform*, collaboration between SOMO and 1%CLUB.
6. *CBI assignment* commissioned to SOMO, who involved Butterfly Works to develop together innovative learning modules.
7. *Online Impact*: all online campaigners formed a group that regularly meets, shares knowledge and keeps each other up to date. This resulted in a lot of support for each other's online campaigns (re-tweeting, cross posting, etc.) and initiatives such as PA for a Day (staff from all organisations spend a day PA-ing for someone from another organisation).
8. *Behind the Brands*: the successful Oxfam Novib campaign was based on research mainly executed by SOMO.
9. *Learning process around Great Idea*, a distance mobile learning model for secondary education, a close cooperation between the field office of Oxfam Novib Afghanistan, its local partners and Butterfly Works, building on the core strengths of both organisations.
10. *EU TVET project in Pakistan*: Oxfam Novib and Butterfly Works collaborate in a three year programme in flood-affected areas in Pakistan to connect 5,100 youth and women to quality vocational training, resulting in employment or self-employment.

3.9 Development of IMPACT alliance

2013 has been a challenging year with inspiring results, interesting developments and new opportunities. The middle of 2013 marked the middle of the MFS period, so the IMPACT alliance did a midterm review in 2013. Central questions were: What worked in the alliance partnership, and how does the alliance look at the future till the end of 2015 and beyond?

Alliance members agreed that the alliance has created impact in very innovative and inspiring ways, as the core businesses of alliance partners differ so each can learn from the specialisation of the other. The alliance functions as a platform for innovation, cooperation and scaling-up. The innovation function is triggered by the Business Development Desk in the alliance, providing seed money for research and development. This seed money is partly used for product development and innovation and for another part for renewing alliance partners' strategies. Looking beyond 2015 each partner has redefined its strategy and priorities and is looking for ways to increase and diversify income from donors and other sources.

There has been a thorough strategic internal discussion to ensure that SOMO is better equipped to respond to the changing landscape for future funding. It was decided that as of 2014, SOMO will start working more programmatically, with fewer separate projects and more coherent programme teams working on similar subjects. As these teams will have a high degree of autonomy and responsibility, SOMO will become able to seek funding for the specific programmes. Another organisational change is that SOMO, with support of 1%Club, has developed a plan to use crowd funding to get a broader financial base and involve more stakeholders in the delivery of reports. Additionally, SOMO formulated a new partnership policy, which Butterfly Works assisted in co-creating.

Butterfly Works also changed its long term strategy. After 2015 it will become a social enterprise and a supplier of creative products and services for a better world. It will diversify its client base to become financially sustainable through the sale of its services and products. Subsidies will become a smaller part of its income. Butterfly Works is scaling up its activities with Oxfam Novib partners in countries where Oxfam Novib works, and wants to expand that to other affiliates of Oxfam, as Hirda (with Oxfam GB) and Fairfood (with Oxfam Intermon) have done. Butterfly Works invested in product development of Play & Learn with Miffy, a brand of books and products using the design legacy of Dick Bruna to co-design other characters in the spirit of Miffy. The aim is to contribute to children's development, as in many countries parents and caretakers lack time and knowledge to stimulate children in their development process. Butterfly Works cooperates closely with Oxfam Novib's office in Pakistan, where the brand will be launched and the first book will be published. Butterfly Works also invested in Carpet for Life: using traditional craft, women in the Moroccan Sahara transform your old, beloved wardrobe into a vibrant "Carpet of Life" – a unique work of art. Cooperation on fundraising has led to EU approval for the Technical Vocational Education and Training (TVET) project, implemented with Oxfam Novib Pakistan. Its objective is to educate 1600 women on crafts and product design and to set up a digital design school for disadvantaged youth to educate them in multimedia and entrepreneurial skills.

1%Club changed its strategic focus to its original core business, of becoming and staying one of the best crowd funding and crowdsourcing platforms in the world. In 2013 the new 1% Club crowd funding platform went live. 1%Club will use that platform for its own work and sell it to partners, including services for implementing the platform in other organisations.

1%Club invested in the development of M&E 2.0, a monitoring evaluation system that uses surveys measuring the impact of development work for project beneficiaries. Part of this is recording videos with the use of mobile phones. A pilot was done in Uganda. 1%Club got a subsidy for the first phase of the project from the Bill Gates Foundation, but stopped further development as Bill Gates Foundation shifted emphasis to other kinds of project and it is no longer part of the 1%Club's core business strategy.

Hirda is in the process of strategic change. Hirda will focus on seeds, school administration, hygiene pads and FGM. Hirda is working on a fundraising strategy for post 2015. One of the funding strategy plans is setting up crowd funding site of diaspora supported by 1% Club. Hirda has already developed a school administration system and works on the production of sanitary pads. Hirda also used New Business Development Funds to join the World Citizen Panels project in Somalia. This collaboration made it possible to organise data collection in remote areas of Somalia, including a specific research on FGM practices. Considering the fragile and divided political environment, the limited possibilities for building the capacity of staff inside Somalia and the dependence of Hirda on volunteers and trainees, in Somalia and in The Netherlands, which makes it often difficult to manage projects effectively, this is an important achievement. Besides that Hirda works together with Oxfam GB on the reconstruction project.

The formal IMPACT alliance partners – Oxfam Novib, SOMO, HIRDA, 1%Club and Butterfly Works – work closely with Fairfood International, which plays a valuable role in campaigning with companies and consumers

globally for more sustainable food chains. Fairfood changed its strategy for advocacy towards the corporate sector from mass communication to a “hot spot” model of clear country / product combinations. The hotspots are: Morocco / tomatoes, Nicaragua / sugar cane, Thailand /shrimp, Philippines / pineapple, and Madagascar / vanilla. Research is the first step in the hotspot strategy, followed by engaging with allies and local partners to advocate together for sustainability in companies and campaign against them when needed. Hotspots are also the core of Fairfood’s new fundraising strategy. Fairfood set up the Fairfoodies platform with the help of 1%Club, to engage current and former employees of Fairfood to join campaigns against companies.

Control of MFS agreements

In this third (plus one quarter) year of the subsidy period the IMPACT alliance continue to use Balanced Score Cards (BSC) as the mechanism for quarterly monitoring on outcomes and outputs, organisational processes, finances and innovation, from which information is derived for the monitoring report and the activity plan for the Ministry of Foreign Affairs.

Twice a year a Steering Committee meeting is held with all directors of alliance partners. Major topics in 2013 are post-MFS2 subsidy and future cooperation.

The alliance is supported by a back office in Oxfam Novib for daily management. Contact persons have been appointed in each organisation to manage programmatic work. A joint intranet for information exchange (Basecamp) facilitates cooperation.

Annex 1: Financial reports

Table: Spent per outcome indicator (transfers in k€)

Progr.	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2013-14
1	1	DPA	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources	19,753
1	2	DPA	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training	3,892
1	3	DPA	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations	3,862
1	4	BSC	No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty	5,569
1	5	BSC	No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)	806
1	6	BSC	No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda	1,046
1	7	BSC	No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations and movements around land, water and food.	1,288
1	8	BSC	No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda	2,253
1	9	BSC	<i>has been cancelled</i>	
1	10	LA	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women	3,583
1	11	LA	No of policy changes regarding pro-poor markets and financial systems	140
1	12	LA	No. cases that reveal the contribution to functioning of pro-poor adaptation plans	208
1	13	LA	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	6,430
1	14	LA	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	2,745
1	15	LA	<i>has been cancelled</i>	
1	16	KIM	No. of cases (academic studies) on issues on struggle for land, water and food	1,016
1	17	KIM	No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes	935
1	18	KIM	<i>has been cancelled</i>	
			Total program 1	53,528
			Direct Poverty Alleviation	51%
			Building Civil Society	20%
			Lobby & Advocacy	24%
			Knowledge & Information Management	4%

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2013-14
2	19	DPA	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	5,773
2	20	DPA	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	6,587
2	21	BSC	No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	2,562
2	22	BSC	No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes	2,528
2	23	LA	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of thi	1,972
2	24	LA	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	2,004
2	25	LA	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	1,737
2	26	KIM	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary)	1,238
2	27	KIM	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV	133
2	55	LA	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level	139
			Total program 2	24,672
			Direct Poverty Alleviation	50%
			Building Civil Society	21%
			Lobby & Advocacy	24%
			Knowledge & Information Management	6%

Progr.	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2013-14
3	28	DPA	No. of women and men (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states	3,512
3	29	DPA	No. of women and men (women in particular) more able to protect themselves against disasters	3,910
3	30	BSC	No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)	1,534
3	31	BSC	No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods	1,311
3	32	BSC	No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people	1,986
3	33	BSC	No. of partner organisations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	3,472
3	34	LA	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	1,753
3	35	KIM	No. of cases revealing that the capacities of partners organisations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes	896
3	36	KIM	No. of cases revealing that the capacities of partner organisations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes	80
3	54	DPA	Number of people that received humanitarian aid in disaster areas according to international standards	25,160
			Total program 3	43,615
			Direct Poverty Alleviation	75%
			Building Civil Society	19%
			Lobby & Advocacy	4%
			Knowledge & Information Management	2%

Progr.	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2013-14
4	37	DPA	No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media	7,097
4	38	DPA	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)	2,446
4	39	BSC	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)	1,223
4	40	BSC	No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women	9,937
4	41	BSC	No. of cases revealing that globally linked citizens and globally operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption.	2,838
4	42	LA	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxati	3,363
4	43	LA	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organisations. Due to this	2,698
4	44	KIM	No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access	1,932
4	45	KIM	No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.	515
4	56	DPA	No. of women and men that are legally empowered through increased awareness about their rights	4,378
			Total program 4	36,426
			Direct Poverty Alleviation	38%
			Building Civil Society	38%
			Lobby & Advocacy	17%
			Knowledge & Information Management	7%

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2013-14
5	46	DPA	No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity	3,986
5	47	DPA	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)	4,624
5	48	BSC	No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	4,795
5	49	BSC	Number of partner organisations that has developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)	1,643
5	50	LA	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation	2,959
5	51	LA	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influence it	223
5	52	KIM	No. of cases that show that partner organisations have more capacity with regard to programmes, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global level	39
5	53	KIM	No. of cases that show that partner organisations have more capacity with regard to gender mainstreaming during the design and implementation of programmes, lobby and advocacy initiatives (thanks to exchange of practices)	800
			Total program 5	19,070
			Direct Poverty Alleviation	45%
			Building Civil Society	34%
			Lobby & Advocacy	17%
			Knowledge & Information Management	4%
			Total all programs	177,310
			Direct Poverty Alleviation	54%
			Building Civil Society	25%
			Lobby & Advocacy	17%
			Knowledge & Information Management	4%

Table: Spent per country per program (transfers in k€)

	all funds						Total
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	
Afghanistan	2,287	1,555	1,914	283	1,164	434	7,636
Angola	1,034	361	0	0	953	523	2,871
Bangladesh	1,246	971	187	0	22	602	3,027
Burundi	704	0	797	0	568	0	2,069
Cambodia	956	0	83	56	1,143	894	3,133
Dem. Rep. Congo	1,411	1,418	1,765	1,402	313	601	6,911
Egypt	207	0	0	0	2,050	511	2,768
Laos	1,826	0	0	0	495	779	3,100
Maghreb & Middle East	0	0	604	560	1,304	1,803	4,271
Mali	302	2,446	1,924	0	1,848	48	6,568
Morocco	0	0	0	0	581	494	1,075
Mozambique	1,001	627	479	457	6,142	2,200	10,906
Myanmar	1,967	125	565	127	748	352	3,885
Niger	1,328	165	1,632	2,864	624	208	6,821
Nigeria	1,058	2,010	92	970	808	373	5,310
Pakistan	3,020	3,003	1,913	962	83	31	9,012
Philippines/humanitarian response	0	0	0	3,410	0	0	3,410
Palestina occ t	0	1,619	1,693	265	865	2,212	6,654
Rwanda	317	0	222	0	516	90	1,145
Senegal	1,140	42	0	0	890	130	2,203
Somalia	3,059	1,152	771	8,305	472	122	13,881
South Sudan	3,239	225	406	664	1,014	426	5,974
Sudan	794	159	5	635	199	641	2,433
Uganda	2,631	1,093	41	266	1,946	173	6,149
Vietnam	1,116	0	8	50	643	313	2,130
Yemen	0	279	0	0	464	236	978
Zimbabwe	1,517	0	1,540	0	286	276	3,619
Global strategy	12,355	5,645	1,447	887	7,142	3,005	30,482
Lobby&Advocacy/Popular Campaigning/Information&Marketing	9,013	1,776	2,168	1,197	3,142	1,593	18,889
Total	53,528	24,672	20,255	23,359	36,426	19,070	177,310

MFS							
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	Total
Afghanistan	267	693	692	0	153	259	2,063
Angola	839	79	0	0	727	497	2,143
Bangladesh	1,168	922	177	0	21	570	2,858
Burundi	687	0	72	0	422	0	1,181
Cambodia	914	0	76	0	1,090	850	2,931
Dem. Rep. Congo	1,090	276	494	0	209	601	2,669
Egypt	211	0	0	0	1,120	348	1,679
Laos	923	0	0	0	181	725	1,829
Maghreb & Middle East	0	0	18	0	137	278	433
Mali	272	676	13	0	1,274	43	2,278
Morocco	0	0	0	0	533	369	901
Mozambique	919	102	443	0	310	665	2,440
Myanmar	1,681	120	555	0	648	324	3,328
Niger	1,102	144	365	0	540	182	2,332
Nigeria	616	411	96	0	697	326	2,146
Pakistan	3,519	548	829	0	78	30	5,004
Philippines/humanitarian response	0	0	0	0	0	0	0
Palestina occ t	0	750	319	0	0	1,025	2,094
Rwanda	228	0	0	0	416	31	676
Senegal	1,082	40	0	0	801	124	2,047
Somalia	1,126	473	838	0	303	122	2,863
South Sudan	686	166	108	0	468	409	1,837
Sudan	251	189	6	0	0	763	1,209
Uganda	1,103	852	39	0	853	91	2,938
Vietnam	454	0	7	0	611	298	1,370
Yemen	0	263	0	0	396	199	857
Zimbabwe	877	0	1,248	0	255	226	2,606
Global strategy	10,770	1,239	1,102	0	3,746	1,909	18,766
Lobby&Advocacy/Popular Campaigning/Information&Marketing	5,572	535	1,394	0	1,294	716	9,511
Total	36,357	8,480	8,893	0	17,282	11,978	82,989

non-MFS							
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	Total
Afghanistan	2,020	862	1,223	283	1,011	175	5,573
Angola	195	282	0	0	226	26	728
Bangladesh	79	48	9	0	1	32	169
Burundi	17	0	725	0	146	0	888
Cambodia	42	0	7	56	53	44	202
Dem. Rep. Congo	321	1,142	1,272	1,402	105	0	4,242
Egypt	-4	0	0	0	929	163	1,089
Laos	903	0	0	0	314	53	1,271
Maghreb & Middle East	0	0	586	560	1,167	1,525	3,837
Mali	30	1,770	1,911	0	575	5	4,290
Morocco	0	0	0	0	48	125	174
Mozambique	82	525	36	457	5,832	1,536	8,466
Myanmar	285	5	10	127	101	29	557
Niger	226	21	1,267	2,864	84	27	4,489
Nigeria	442	1,599	-5	970	111	47	3,165
Pakistan	-499	2,455	1,084	962	5	1	4,009
Philippines/humanitarian response	0	0	0	3,410	0	0	3,410
Palestina occ t	0	869	1,373	265	865	1,187	4,560
Rwanda	89	0	222	0	100	58	469
Senegal	59	2	0	0	89	6	156
Somalia	1,933	679	-67	8,305	169	0	11,018
South Sudan	2,553	59	299	664	546	17	4,136
Sudan	543	-30	-1	635	199	-122	1,224
Uganda	1,527	241	1	266	1,093	82	3,212
Vietnam	662	0	0	50	32	16	760
Yemen	0	16	0	0	68	37	121
Zimbabwe	640	0	292	0	31	50	1,013
Global strategy	1,585	4,406	345	887	3,396	1,096	11,716
Lobby&Advocacy/Popular Campaigning/Information&Marketing	3,440	1,241	774	1,197	1,849	877	9,378
Total	17,171	16,192	11,363	23,359	19,144	7,092	94,321

Table: Cash-flow MFS (in € x 1000)

Total MFS 1-1-2013 cfm fund overview annual account 2013-14	6,311
received subsidy MFS-2 2013-14	111,511
intrest	137
currency exchange	2
Total received MFS	111,649
projects and programs (incl advocacy by partners and partner support)	74,497
advocacy Oxfam Novib / Popular campaigning	9,511
Information & Marketing	0
Costs fund raising	0
Management & Administration	1,453
Total spent MFS	85,460
Total MFS 31-03-2013 cfm fund overview annual account 2013-14	32,500

Table: MFS/Own contribution (transfers in k€)

	MFS	non-MFS	Total
program 1	36,357	17,171	53,528
program 2	8,480	16,192	24,672
<i>program 3 excl 3.1a</i>	<i>8,893</i>	<i>11,363</i>	<i>20,255</i>
<i>program 3.1a</i>	<i>0</i>	<i>23,359</i>	<i>23,359</i>
program 3	8,893	34,722	43,615
program 4	17,282	19,144	36,426
program 5	11,978	7,092	19,070
Total	82,989	94,321	177,310

Table: Explanation division of expense cfm model RJ650 (transfers in k€)

	spent on objective structural poverty reduction (cash basis)	program 1	program 2	program 3 excl Emergency Assistance	program 3 Emergency Assistance	program 4	program 5
Subsidies and contributions	113,475	34,257	15,789	12,963	14,949	23,312	12,204
Payments	2,718	821	378	311	358	558	292
Outsourced work	1,372	414	191	157	181	282	148
Publicity, communication, other action costs	10,048	3,033	1,398	1,148	1,324	2,064	1,081
Personnel costs	31,111	9,392	4,329	3,554	4,099	6,391	3,346
Accommodation costs	903	273	126	103	119	186	97
Office and general costs	16,551	4,996	2,303	1,891	2,180	3,400	1,780
Write-offs	2,150	649	299	246	283	442	231
Total	178,328	53,835	24,813	20,372	23,493	36,635	19,179

Table: Reconciliation Spent on objective structural reduction with P/L-statement (k€)

Reconciliation Spent on objective structural reduction with P/L-statement	k€
Spent on Objective Structural Poverty Reduction cfm P/L-statement	188,990
more approvals than transfers (cfm fund overview annual account 2013_14)	10,661
Spent on Objective Structural Poverty Reduction transfer-basis	178,328

Note 1: In the annual account under 8.7.3 a more elaborate explanation regarding the difference between transfer- and accrual basis

Note 2: The difference between Spent on the objective on cash basis (k€ 178.328) and the total of spent in the table spent by outcome indicator and the table spent per country per programme (k€ 177.310) regards the difference between the amount transferred to the alliance-partners and the amounts spent by the alliance-partners (transfer basis).

Table: Reconciliation cash-flow MFS/spent per country MFS

Reconciliation cash-flow MFS / spent per country MFS	in € x 1000)
spent per country MFS	82,989
Management & Administration MFS	1,453
transferred to alliance-partners -/- spent by alliance partners	1,019
Total spent MFS	85,460

Table: Attribution Costs Management & Administration

Cost Management & Administration	in € x 1000
Attribution Management & Administration to program 1	980
Attribution Management & Administration to program 2	450
Attribution Management & Administration to program 3	795
Attribution Management & Administration to program 4	665
Attribution Management & Administration to program 5	348
Attribution Management & Administration other	152
Total Management & Administration	3,388

Annex 2: Baseline MDG's and International Lobby and Advocacy

Baseline results MDG's per programme

Programme 1

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	1	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources.	322,968 people
DAB	2	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	255, 923 people
DAB	3	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organizations.	50,816 people
MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.7; based on 39 partners assessed
MO	5	No. of partner organizations providing financial services that are better able to reach the poorest groups with their financial services (especially women).	Average score: 3.2; based on 11 partners assessed
MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 4 partners assessed
MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score: 2.0; based on 1 partner assessed
MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	No partner assessed yet
BB	10	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	11	No of policy changes regarding pro-poor markets and financial systems	
BB	12	No. cases that reveal the contribution to functioning of pro-poor adaptation plans.	
BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	
BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
KIM	16	No. of cases (academic studies) on issues on struggle for land, water and food	0 cases
KIM	17	No. of cases by nationally and globally operating partner organizations documenting examples of alternative economic models, together with knowledge institutes	0 cases

Programme 2

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	19	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	197,183 people
DAB	20	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	53,558 people
MO	21	No. of partner organizations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	Average score: 2.5; based on 15 partners assessed
MO	22	No. of partner organizations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programs.	Average score: 2.8; based on 8 partners assessed
BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level .	
BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
KIM	26	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education especially for girls.	0 cases
KIM	27	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV.	0 cases

Programme 3

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	28	No. of women and men (women in particular) in fragile states more able to protect themselves against violent conflict and to limit damaging effects.	75,694 people
DAB	29	No. of women and men (women in particular) more able to protect themselves against disasters.	52,289 people
DAB	54	Number of people that received humanitarian aid in disaster areas according to international standards.	308,700 people
MO	30	No. of partner organizations working in fragile states that is better able to program conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325).	Average score: 2.7; based on 10 partners assessed
MO	31	No. of partner organizations in risk areas that have included community based disaster risk reduction in their work methods.	Average score: 2.0; based on 8 partners assessed
MO	32	No. of local organizations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people.	Average score: 3.2; based on 12 partners assessed
MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid.	Average score: 3.0; based on 4 partners assessed
BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325).	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
KIM	35	No. of cases revealing that the capacities of partners organizations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes.	0 cases
KIM	36	No. of cases revealing that the capacities of partner organizations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes.	0 cases

Programme 4

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	37	No. of women and men (women in particular) in marginalized groups having access to information and decision-making by using ICT and new media.	59,231 people
DAB	38	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid).	93,952 people
DAB	56	No. of women and men that are legally empowered through increased awareness about their rights.	20,673 people
MO	39	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion).	MO indicator specifically formulated: 0 cases
MO	40	No. of partner organizations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	Average score: 2.5; based on 37 partners assessed
MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	MO indicator specifically formulated: 0 cases
BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights.	
KIM	44	No. of cases revealing that methodologies developed and exchanged by partner organizations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists).	0 cases
KIM	45	No. of cases that show how partner organizations use new tools to measure and improve the legitimacy and risk management of organizations, with a special focus on (women) organizations in countries with repression and conflict.	0 cases

Programme 5

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	46	No. of men and women with positive changes in their behavior regarding women's right to bodily integrity.	50,458 people
DAB	47	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government).	40,050 people
MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights.	Average score: 2.6; based on 26 partners assessed
MO	49	Number of partner organizations that has developed sufficient capacity for implementing gender sensitive programs (that score a green light on the Gender Traffic Light assessment).	Based on 59 partners assessed, 59.3% (35 partners) scored green on the Gender Traffic Light assessment tool
BB	50	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
KIM	52	No. of cases that show that partner organizations have more capacity with regard to programs, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global levels (thanks to exchange of practices).	0 cases
KIM	53	No. of cases that show that partner organizations have more capacity with regard to gender mainstreaming during the design and implementation of programs, lobby and advocacy initiatives (thanks to exchange of practices).	0 cases

Baseline results International Lobby and Advocacy

Result area for international lobby en advocacy	Number of IMPACT alliance's program	Intervention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	1	MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.9; based on 8 partners assessed
Agenda setting	1	MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 3 partners assessed
Agenda setting	1	MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score 2.4; based on 14 partners assessed
Agenda setting	1	MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	Average score 3.0; based on 5 partners assessed
Effective participation in policy formulation	1	BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Effective participation in policy formulation	1	BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
Effective participation in policy formulation	2	BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level	
Effective participation in policy formulation	2	BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	
Effective participation in policy formulation	2	BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
Effective participation in policy formulation	2	BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	

Result area for international lobby en advocacy	Number of IMPACT alliance's program	Intervention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	3	MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	0 partners assessed
Effective participation in policy formulation	3	BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Agenda setting	4	MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	
Effective participation in policy formulation	4	BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	
Effective participation in policy formulation	4	BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments (inter)national institutions and companies are accountable for the averse effects of their interventions on human rights and especially women rights.	
Agenda setting	5	MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	
Effective participation in policy formulation	5	BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table

