

Monitoring Report 2011

IMPACT alliance

SOMO

HIRDA

1%Club

Butterfly Works

Oxfam Novib

CONTENT

Introduction	5
1 Directors' Report 2011	6
2 Programme	11
2.1 MDGs and priority themes	11
2.1.1 Programme Right to a sustainable livelihood	11
2.1.1.1 MDG 1: Private sector and agriculture	11
2.1.1.1.1 The local/regional market has grown	12
2.1.1.1.2 Access to the international market has improved	13
2.1.1.1.3 Trade chains have been made sustainable	13
2.1.1.1.4 Agriculture has developed and food security has increased	14
2.1.1.1.5 The financial sector has grown	15
2.1.1.2 MDG 7a: Safeguards for a sustainable living environment	17
2.1.1.2.1 Better adaptation to climate change by the poor, and deceleration of biodiversity loss	17
2.1.2 Programme Right to basic social services	19
2.1.2.1 MDG 2: Education	19
2.1.2.1.1 Greater participation in formal and non-formal primary education and education in general	19
2.1.2.1.2 Improved quality of education	21
2.1.2.1.3 Greater involvement, participation and influence through representation of parents, pupils and teachers	23
2.1.2.2 MDG 4, 5 and 6: Health	24
2.1.2.2.1 Better availability of preventive measures, treatment and/or care	24
2.1.2.2.2 Increased take-up of public and private health care	25
2.1.2.2.3 Improved knowledge of and/or behaviour patterns with regard to HIV/AIDS and reproductive health issues among young people	26
2.1.2.2.4 Greater equality in healthcare access for men and women	27
2.1.3 Programme Right to life and security	29
2.1.3.1 MDG 3: Gender	29
2.1.3.1.1 Women, peace and security	29
2.1.3.2 Theme: Fragile states	30
2.1.3.2.1 A safer society for all citizens especially women	31
2.1.3.2.2 Better living conditions	34
2.1.4 Programme Right to social and political participation	36
2.1.4.1 Theme: good governance and civil society building	36
2.1.4.1.1 Non-governmental actors' participation and say in political processes at various levels	37
2.1.4.1.2 Political, administrative and societal checks and balances	40
2.1.4.1.3 The rule of law: clear public information and fair (not arbitrary) access to the law for all	43
2.1.4.1.4 Anti-corruption measures	45
2.1.5 Programme Right to an identity	47
2.1.5.1 MDG 3: Gender	47
2.1.5.1.1 Well-regulated property and inheritance law	48
2.1.5.1.2 Participation of women in politics and government	49
2.1.5.1.3 Measures to end violence against women	51
2.2 International Lobby & Advocacy	54
2.2.1 Programme Right to a sustainable livelihood	54
2.2.1.1 MDG 1: Private sector and agriculture	54
2.2.1.1.1 Trade chains have been made sustainable	54
2.2.1.1.2 Access to the international market has improved	57
2.2.1.2 MDG 7A; Safeguards for a sustainable living environment	59
2.2.1.2.1 Better adaptation to climate change by the poor, and deceleration of biodiversity loss	59
2.2.1.3 Theme: Good governance and building civil society	60
2.2.1.3.1 Non-governmental actors' participation and say in political processes at various levels	60

2.2.2	Programme Right to basic social services	61
2.2.2.1	MDG 2: Education	61
2.2.2.1.1	Greater participation in formal and non-formal primary education	61
2.2.2.1.2	Improved quality of education	62
2.2.2.2	MDG 4,5,6; Health	62
2.2.2.2.1	Better availability of preventive measures, treatment and/or care	62
2.2.3	Programme Right to life and security	64
2.2.3.1	Theme: Fragile States	64
2.2.3.1.1	A safer society for all citizens	64
2.2.3.2	Theme: Good governance and civil society building	66
2.2.3.2.1	Non-governmental actors' participation and say in political processes at various levels	66
2.2.4	Programme Right to social and political participation	67
2.2.4.1	Theme Good governance and civil society building	67
2.2.4.1.1	Non-governmental actors' participation and say in political processes at various levels	67
2.2.4.1.2	Political, administrative and societal checks & balances	68
2.2.4.1.3	Anti-corruption measures	70
2.2.5	Programme Right to an identity	71
2.2.5.1	MDG 3: Gender	71
2.2.5.1.1	Measures to end violence against women	71
2.3	Capacity of partner organisations	74
2.4	Strengthening Civil Society	75
3	Organisation	77
3.1	Own Contribution	77
3.2	DG Norm (on salaries)	77
3.3	Efficiency	77
3.3.1	Pilots	77
3.3.2	Costs of management and administration	77
3.3.3	Spent on the objective structural poverty reduction	77
3.3.4	Costs of Fundraising	77
3.3.5	% operational costs	77
3.4	Quality system	77
3.4.1	Measures external audits	77
3.4.2	Progress compliance, <i>O toets</i>	78
3.4.3	Sanction policy	79
3.5	Spent in partner countries	78
3.6	Partner policy	79
3.6.1	Innovation project capacity development of partner organisations	79
3.6.2	Sustainability and independence of partner organisations	79
3.7	Harmonisation and complementarity	80
3.8	Learning ability of the organisation / progress learning agenda	91
3.9	Development of IMPACT alliance	95
3.9.1	Development of relationships: moving from control to synergy between partners	95
3.9.1.1	From control	95
3.9.1.2	...to synergy	95
3.9.2	Changes in Composition	96
ANNEX 1	Financial reports	97
	Table: spent per outcome indicator (transfers in k€)	97
	Table: spent per country per program (transfers in k€)	102
	Table: cash-flow MFS (in € x 1000)	105
	Table: MFS/Own contribution (transfers in k€)	105
	Table: Explanation division of expense cfm model RJ650 (transfers in k€)	106
	Table: Reconciliation Spent on objective structural reduction with P/L-statement	106
	Table: Attribution Costs Management & Administration	107

INTRODUCTION

This is the monitoring report of the IMPACT alliance, covering results achieved in 2011 (MSF-II). It comprises a report on the programme as well as the organisation, based on the activity plan 2011. It is in line with the monitoring protocol as agreed with the Ministry of Foreign Affairs.

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

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 MDGs and the themes that are also priority themes for the Ministry of Foreign Affairs.

Chapter 1 is an overview of the year 2011 by the IMPACT alliance.

Chapter 2 reports on the results per programme, listing outcomes and outputs for 2011 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 results on international lobby and advocacy are grouped according to the programmes first, and next to the priority result areas. 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 chapter also includes a report on the capacity of partner organisations and the strengthening of civil society.

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, the members of the IMPACT alliance will issue a public report on the results established in 2011. This public report will be accompanied by case studies and images of the work of partner organisations that the IMPACT alliance works with as well as the alliance itself.

1 DIRECTORS' REPORT 2011

From Arab Spring to bleak economic winter

Living between hope and fear is what characterised 2011. When Mohammed Bouazizi from Tunisia – a young man whose prospects had been taken away – set himself on fire, he became a catalyst for millions in the region to raise their voices. High food prices and high youth unemployment have driven many not only to despair but also to action. The wall of fear that for decades held people back from renouncing their authoritarian leaders has been breached. In many countries this has led to reforms and elections that inspire hope, but also to new risks and uncertainties. The outcomes of further democratisation are uncertain for women in particular, because dropping secular arrangements could raise pressure on their personal freedoms. Several countries witnessed the removal of dictators, or a regime change. However, in other countries the struggle continues. Not a day passes in Syria without dozens of people losing their lives.

Alongside this unprecedented social dynamic, the global economy also experienced turbulent times. The huge price of saving the banks after the 2008 credit crisis has to be paid much faster than anticipated, with a new debt crisis bringing countries to the brink of bankruptcy. International inability to tackling this crisis adequately has caused another recession in many countries. It is due to growth in the emerging economies and Africa that the recession is not fully global. The impact will, however, be felt for a long time to come. Just think of Spanish youths, of whom 50% are without a job. It is no surprise then that protest and social unrest happen also in many developed countries!

The link between economic hard times and social unrest is well-known. Add in climate changes in the form of extreme droughts or floods, and a humanitarian disaster is virtually unstoppable. The most dramatic example is the famine in the Horn of Africa, which caused a large number of people to flee. Multiple countries were hit, though the famine was biggest in Somalia; of course, incessant conflict in this exceedingly fragile state is also to blame. Still, in this complex context, we have been able to provide relief aid. Thanks to generous donations from Dutch men and women, through account 555, Oxfam Novib and HIRDA were able to assist experienced partner organisations in scaling up their work, thus providing hundreds of thousands with food and water. In other countries, too, much relief aid had to be provided in 2011. Relief aid and reconstruction in response to the Haiti earthquake and the huge floods in Pakistan again demanded much attention.

Nonetheless, hope is inspired by the fact that many African countries have again recorded economic growth higher than population growth. Regarding democracy, there were countless new developments on this complex continent. Of the 17 presidential elections, 13 ended in a contested or stolen victory. In some countries, notably Ivory Coast, this gave rise to much violence. South Sudan was officially recognised as a new country, but there too one can still often speak of violence and large refugee flows. We have geared up our humanitarian efforts on the ground.

We also consider it hopeful that the UN launched its newest organisation in 2011 – UN Women. We have been advocating for its creation since 2007, as inequalities in gender relations are a major obstacle to development. Women, for instance, are responsible for three quarters of food production, but own mere fractions of the land. Proof of the influence of our work in this field came when our executive director, Farah Karimi, was invited personally to launch Oxfam Novib's report *UN Women Survey* at the UN's CSW High Level Meeting.

Anyone investing around the world, as we are doing, in developing the most marginalised people's capacity for autonomous action, cannot escape the need to make quick and smart choices in these very dynamic times. Anyone with success in building the capacity of others in taking up new opportunities in crisis situations should continuously reflect on his own approach and organisation. For Oxfam Novib, by decentralising, it can work in a more context-specific way. Meanwhile, by integrating our work at country level with that of other Oxfams, we can enhance our impact. And by strengthening links between the local and global level, we can join forces at the right moment and influence decision-makers in the global public and private sectors.

Oxfam Novib is proud of being one of the founders of the international non-governmental organisation Oxfam, and the second biggest of its fifteen members. Last year Oxfam India became a full affiliate of the confederation. In Brazil a partner was identified, Vita Civicus, that wants to grow into Oxfam Brazil with our support. Similar preparations are also happening in South Africa. We already have an Oxfam Hong Kong that works in China, and one in Mexico. Together with the latter, we have succeeded in setting up a co-financing fund with the Mexican authorities, tripling our investment.

Third Wave of Globalisation

It is crucial for a Dutch organisation to have a key role in international cooperation inside a strong global network, because economic power is finally shifting to emerging economies from many developed economies. The British led the first wave of globalisation in the 19th century, and the Americans took over in the 20th century. Now, in the 21st century, we are experiencing a third wave of globalisation without a clear centre of power. Countries such as China, India, Brazil, South Africa and Russia occupy prominent positions, which are being converted into more influence on e.g. the G20, the IMF and the WTO. The downside of a multipolar world is that existing international governance structures are not equipped to deal adequately with the big issues of our time. International negotiations focused on a climate treaty failed again this year. Negotiations on international trade in the Doha Round have ground to a halt. The approach to the debt crisis stumbles along. On food security, under heavy pressure from the increased struggle for land and water, only tiny steps forward are being made.

That is why civil society organisations voicing their opinions across borders are badly needed. It is important that the support that the Netherlands provides to civil societies continues. This is also in the interest of the Netherlands itself. At a time when the Dutch government's influence on the world stage is fading, it is more and more up to Dutch citizens, scientists and entrepreneurs to take responsibility for advocating for human rights, international justice and good governance of the planet.

Realising goals whilst restructuring

In 2011 Oxfam Novib began a radical restructuring. Several important strategic choices are being fleshed out. A reorganisation was implemented in response to a considerable reduction in government subsidies, forcing it to bid farewell to valued colleagues and partners.

Our strong focus on a reduced number of countries has led to phasing out of relationships with a large group of partners. This painful process was concluded with barely a complaint from affected partners on the way it went about. Of course, they were saddened, but there was understanding of the choices we were forced to make.

There was a big operation to transfer all of our country programmes' work away from our head office and to locations in southern countries themselves. This decentralisation demanded not only much preparation and the modernisation of business operations, but also a search for new locations and the recruitment of new staff, often local people. Thanks to the huge efforts of staff we succeeded in decentralising the first six countries in 2011: Somalia, Vietnam, Pakistan, Mali, DR Congo, and Israel and the occupied Palestinian territories. At the same time our digital system (SAP), which records all business operations, also had to be changed drastically to suit the new future. Concluding this complex process under great time pressure really taxed the organisation, but is now almost complete.

During this big restructuring process we have succeeded in realising our programme objectives.

In response to the Arab Spring we have tightened our ties with existing partners and strengthened our work in the region. Not only did we take the lead within the Oxfam confederation, but we and our Egyptian partners have also realised an innovative bilingual platform, www.meanwhileinegypt.org, to reinforce the ties between partners, involve new partners, and digitally link their work to broad social movements in Egypt.

By launching the GROW campaign we exposed important causes of food insecurity. Speculation on food prices, unjust subsidies for biofuels and harmful land-grab practices were placed on the national and international agendas. It was revealed that in recent years 200 million hectares of land – an area the size of Western Europe – had been bought up, often at known-down prices, with the rights of farming women and men often being trampled upon. The worldwide GROW campaign had the participation of 45 countries, and has elicited more regulation in several countries and even modest improvements at the international level. The importance of land rights, in particular for female food producers, is recognised more widely.

As there is yet much left to do on the growing struggle for land and water, the GROW campaign will be continued. We will ask more explicitly for attention to the responsibilities of big multinationals in the food sector. The role of the governments of emerging economies also has our attention, and we can use the newly created BRICSAM fund to facilitate focused initiatives.

Oxfam Novib has successfully contributed to an international campaign advocating a modest tax on financial transactions, known as the Robin Hood Tax. In part due to this campaign and broad discontent with an extravagant financial sector, the Dutch government has ceased its principled resistance to this tax and chosen a more pragmatic position. The final result has not yet been achieved, but a meaningful step forward has been taken.

This year we have also succeeded in using the “Eerlijke Bankwijzer” (Fair Bank Guide) tool to exert pressure on big financial institutions to accept more social responsibility. Together with our partner IDEC we launched a Fair Bank Guide in Brazil last April. Oxfam Novib was also involved with the alliance of businesses and NGOs which presented a manifesto for a bio-based economy.

2011 was the first year in which the IMPACT alliance partners worked on implementing their plans. Some partners were more familiar with each other than others and focus was mostly organisational issues but near the end of 2011 the first concrete steps were taken in terms of programme activities and strengthening synergy.

Just to mention a few highlights of our achievements in 2011.

The programme on ‘The right to a sustainable livelihood’ supported fisher folk and pastoralists in 2011. An example of the pastoralists are women in Eastern Sudan who have been trained through our partner organisation on the production of alternative animal feed. The main source of income for these women is generated by their cattle; by producing alternative animal feed, they can feed their animals in the dry season. SOMO and its partner the Kenyan Human Rights Commission put the issue of continued poor working conditions at CSR-certified plantations on the agenda of global tea companies such as Unilever. SOMO’s Participatory Rural Appraisal meeting in Liberia led to the creation of the Farmers Union. On the second priority theme, ‘fair markets and reliable financial systems’, Oxfam Novib supported partner organisations with financial services such as micro financing.

2011 has been a challenging and inspiring year for programming on Basic Social Services. Youth is increasingly becoming an actor of change in many contexts in the world, most strikingly shown by the social movements led by young men and women in the Arab world. Considering the role social media played in this movement, and the high level of education of most of these young new leaders, investing in quality education for all in other parts of the world seems even more relevant. Three of the IMPACT alliance partners are active in the programme: Butterfly Works, HIRDA and Oxfam Novib. Some of the highlights in 2011 are the successful uptake of our innovative work in Mali (the teacher profile), Nigeria (the “learning about living” curriculum) and Uganda (the concept of learning centres). An international conference on female condoms showed enormous buy-in at country level in Africa and among International donors and UN agencies.

The Arab Spring confirmed the importance of the ‘Right to Life and Security’ programme, which seeks to reduce the vulnerability of people living in areas of conflict and areas affected by recurring natural disasters. Many partner organisations were successful in undertaking work in the area of conflict transformation reaching many people. In Afghanistan, Peace Training and Research Organisation (PTRO) strengthened their work on conflict transformation and worked with communities on solutions to conflict. The peace education project and female boxers in Afghanistan have men and women in their projects that work to make changes in the cultural structures that drive conflict. Also in Zimbabwe, partners participating in an Oxfam Novib-initiated pilot project have implemented conflict transformation projects.

In 2011, Oxfam Novib together with 24 partner organizations, as well as Oxfam Great Britain and Oxfam Spain responded to several humanitarian crises: the Somalia drought, Pakistan floods, the aftermath of the Haiti earthquake, the Afghanistan food crisis and drought, the conflict in Myanmar and it has been assisting internally displaced persons in South Sudan and Benin.

In terms of humanitarian capacity building, support was provided to 59 partners and Oxfams in 11 countries. In Pakistan, for example, a disaster risk analysis, stockpiling, early warning and reduction of risk for livelihood were among some of the initiatives undertaken. The contingency planning helped Pakistani partner organizations ensure a rapid response during the 2011 floods, in collaboration with local governments where possible.

The Programme ‘Right to Social and Political Participation’ shows positive trends in e.g. Laos, Myanmar and Vietnam, where civil society has gradually been given more space. In Vietnam, evaluations of Oxfam Novib partners show that civil society has growing influence and is getting increased media coverage. Developments in 2011 in Egypt, Tunisia, Libya, and Yemen show that it is citizens – and especially young citizens – who are the force behind social change, with new media and mobile telephony having become important tools in their struggle. The influence of the Arab Spring on the potential for the programme has been enormous. We put a particular focus on elections and new and mobile media in 2011 to capture learning and improve future activities. Partner organisations in two countries (Burundi 2010, Uganda 2011) successfully improved their election-related activities by using mobile media to collect and transfer information.

Some of the highlights of the programme ‘The Right to an Identity/Gender Justice’ in 2011 are the enormous outreach of many partners to raise awareness among men and women on their rights. Partner Dimol, with support from SCA, has made almost 100,000 women and men in Niger aware of their sexual and health rights, particularly on the need to treat fistula. At the same time in Niger 580 women and men became “change makers” by committing to change their behaviour to end violence against women in light of the We Can campaign. In many cases, years of investing in building strong women’s movements have translated in securing some important wins at policy level. In Angola mass demonstrations of women’s groups have pushed for the approval in parliament of a new law to address domestic violence.

For us it remains true that supporting local partner organisations goes hand in hand with overcoming bigger obstacles to development. These obstacles are often caused by unjust power relations and therefore demand radical reforms at the national *and* international levels. In doing this we find inspiration in one of our founders, Simon Jelsma, who died at the age of 93 on November 15, 2011. In his honour we will present from 2012 onwards an award as incentive for innovators in international cooperation. This award will be given once every two years.

Appreciation for our work

Without the involvement of our stakeholders we would not be able to realise our mission – a just world, without poverty. That support takes on different forms. It is, for instance, about the work of our volunteers, of our interns and that of the members of the Board of Supervision. It is about the active participation in our campaigns of thousands of Dutch men and women. Petitions, whether traditional or digital, get their full support and we have many new friends on Hyves, followers on Twitter and likes on Facebook. But of course, support also takes the form of financial donations from citizens, businesses and big institutional donors at home and abroad. As the government budget is shrinking and we are getting much less subsidy, diversifying our income sources is crucial. Achieving this amid pressure on purchasing power, company profits and international funds is a challenge.

We are very proud of the fact that we have managed to realise growth of 11.8 % in our institutional fundraising. The proceeds rose from 33 million in 2010 to 36.9 in 2011. It is very important that other donors including SIDA, ECHO, DIFID, Comic Relief, and the *Nederlandse Postcode Loterij* recognise and facilitate our work.

Things went less well in the private market. The response of private donors made clear that people have to tighten their belts this year. Fortunately, this was compensated in part by a considerable growth in contributions from the business market. Over 500 companies are now supporting us financially. A solid basis was also laid for a new partnership with a large company: Working with Philips Lighting and education partner LABE in Uganda, it will become possible to generate light from solar energy. On balance our fundraising in the private and business markets together has raised 27.7 million, a drop of 4 % compared to 2010.

Appreciation for our work is also expressed in different ways. Our partner GRAIN has received the Right Livelihood Award, generally characterised as the "alternative Nobel Prize", for its work on land rights. Our partner Candlelight from Somalia received another prestigious award, the annual peace prize of the International Crisis Group. Haitian writer Kettly Mars received the Prince Claus Award for her novel 'Saisons Sauvages', published by De Geus/Oxfam Novib.

Oxfam Novib received the Transparency Prize for the most innovative annual report in the field of impact. This rewarded our open communication on projects that ran less well or failed, and there was appreciation for the active input citizens could give via our digital platform Praat Mee (Have a Say).

Worth mentioning also is our position as runner-up in Trouw's top 50 of international aid. Internationally, Oxfam came in second place on the list of relief aid organisations drawn up by Philanthropedia, a magazine of international relief aid specialists. Oxfam received a third place on the list of the 100 best NGOs published in the magazine Global Journal.

Netherlands in the world

The impact of the financial crisis and the polarisation in home-grown politics put pressure on the role the Netherlands can and wants to play in the world. Not only has the Netherlands become more selective with regard to standing up for human rights, the cabinet also decided to drop the budget for development cooperation by one billion euros. In 2011 we had to make considerable cuts in partners' contracts and staff, and in the number of countries where we are active, due to a considerable drop in the government's subsidy, compounded by an additional tasking to economise imposed by the Ministry of Foreign Affairs. Last year we were able to contribute, successfully at times, to influencing the modernisation that deputy minister Knapen introduced – for instance, regarding the shortened list of Dutch partner countries, the contents of the new spear points and the policy aimed at private sector development in developing countries. We also actively participated in the debate on the relationship between the government and civil society.

It is plainly alarming that, at the time of writing this report, a discussion on a new big round of cutbacks is at hand because the euro crisis and renewed recession have pushed up the budget deficit. This could lead to the government dropping the standard of 0.7% of GNP for development cooperation. As a result, the poorest people are again paying for 'our crisis.' It is the Netherlands that should prevent this from happening. As a helpful trading nation, it has always benefited from international politics based on solidarity. After Luxemburg our country is, per

capita, the richest in the European Union. We have a responsibility to show leadership in respecting the international agreement on 0.7%.

How did this Monitoring Report come about?

This is the first Monitoring Report of the IMPACT alliance. Oxfam Novib reports, as the *penvoerder*, on behalf of all IMPACT alliance partners. It has reported through the outcome indicators and outputs for the first time within the new framework. Sometimes the 2011 outputs are higher or lower than the targets set for 2011; for example, they can be higher than planned if phase-out countries are still included. For outcomes, the relative results compared to the targets of 2015 can be higher or lower as well. This has several causes, such as the fact that the planning on outcomes for 2015 was made in 2010, but also the effects of phasing out from countries and the major cut in the subsidy from the Ministry of Foreign Affairs have influenced the results.

For the coming years, our current multi-annual plan *A Fair Future* provides guidance. We will continue to monitor our progress closely and we will organise a midterm review in 2013 to see if a readjustment is necessary. At that moment we can also profit from the new strategic plan the Oxfam confederation is developing for the period 2013 to 2019. Alongside, during this period we expect growth through contributions from other donors. And we will, of course, also consider the question if it is necessary to take new initiatives or invest in the sustainable financing of our activities.

Our inspiration

Building on our founders' thinking, people such as Jan Tinbergen and Simon Jelsma, we are convinced that the key to durable poverty reduction lies in strengthening people's own power and in combating unjust concentrations of power. On the principle that every human being has to have his or her rights, we invest in development, in the capacities of our local partner organisations, and in *empowerment to demand justice*.

The willpower and resilience of people living under the most difficult of circumstances are an inexhaustible source of inspiration. Together with them and with everyone who supports us as volunteers, activists or donors, we commit every day to our ambitious mission, 'a just world, without poverty'. This Monitoring Report is therefore not only an accounting on last year, but also a reflection of everything made possible by the support that we received in 2011.

The Hague, April 2012

Farah Karimi, executive director
Theo Bouma, director international department
Adrie Papma, business director
Tom van der Lee, director lobby & campaigns

2 PROGRAMME

2.1 MDGs and priority themes¹

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.

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 |

¹ The tables in the MDG's/themes section include target outputs as stated in the *Activiteitenplan 2011* that was sent to the Ministry of Foreign Affairs. They include the local level as well as international 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 are total targets and results for 2015 as the IMPACT Alliance wants to show the trend in terms of progress on outcomes for the first year.

2.1.1.1.1 The local/regional market has grown

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
11	# partner organisations that have sufficient knowledge and resources to effectively lobby their governments for pro-poor development.	23	23	123	21
	# lobbying trajectories for pro-poor development developed by the IMPACT alliance.	6	1		

Performance on outcome and output level

The IMPACT alliance achieved results in this area at the national level in different countries. Building capacities for lobby trajectories is, however, a long-term, time-consuming and multi-actor process, and immediate results are difficult to give. Lobbying is mostly done in alliance with others and with the direct producers, farmers, pastoralists or fisher folk, and alliance building itself often is part of the result. Farmer, fisherfolk and pastoralist leaders acquire knowledge about the structures and the policy making processes in their countries and develop a relationship with the respective structures. This lays a foundation for future policy interactions and engagements.

A partner in Pakistan (PFF) working for the rights of the fisherfolk community in Southern Sindh, for example, involved fishing communities themselves in their lobbying and advocacy and this resulted in the abolition of contract/lease system on fishing. In Niger, lobbying for the incorporation of the right to food security in the new national constitution was successful thanks to an AEC-led consortium. In Burundi, an agricultural advocacy group was started by CAPAD comprising 13 organisations. The themes around which the campaigns were organised include land security, quality inputs, and the model of agriculture, food sovereignty and institutional governance. As a consequence, the state budget allocated to agriculture increased from 3.6% to 7% in 2011. Members of the CAPAD Confederation also contributed to the National Plan for Investment in Agriculture and farmers' organisations' members are regularly invited to meetings and consultations linked to agricultural programmes. A dialogue has also opened with the various ministries to manage the donation/dumping of Japanese rice on the Burundi market which has in the past negatively impacted the domestic rice sector.

In Zimbabwe, FACHIG and Ruzivo have registered a producers' association, enabling farmers to influence prices and contracting arrangements. In Angola, advocacy towards the government aimed to include people working in the informal sector in government social security schemes. This is done in collaboration with partner organisation Development Workshop and the microfinance institution Kixicredito, which also receives a loan from the Oxfam Novib Fund (see 2.1.1.1.5). In Bangladesh, the lobby of CSRL and the Oxfam GROW campaign achieved the recent introduction of a card system which enables around 14 million farmers to access different agricultural inputs (seeds, irrigation, cash subsidies, fertilizers) and financial services (10 million farmers were able to open bank accounts for the small sum of Taka 10 (€0.09)). Moreover, a significant increase of the budget for agriculture was achieved (around Taka 40 billion, €372 million). Another achievement, to which the GROW campaign contributed, has been that the Bangladesh government now facilitates links between small farmers and local markets at village and district levels through the establishment of marketing groups. This will increase ultimately the collective bargaining power of small farmers in negotiating prices with local buyers.

In conclusion, for a first year, the results have been satisfactory. However, some more successful lobby trajectories are required to reach the target in 2015.

Case study: SEATINI, Uganda

Established in 2001, SEATINI has become one of the leading NGOs working on trade and development. Since its inception, SEATINI-U has focused on strengthening the capacity of stakeholders including government officials, CSOs, media, farmers, youth and members of parliament to participate in and effectively influence trade negotiations and policies at national, regional and international levels. The project seeks to support and enhance the capacity of small-scale farmers, especially women farmers, to influence the development of policy instruments that uphold sustainable agriculture production and marketing to improve rural livelihoods in Uganda and the Eastern African Community (EAC) region.

Results established on the level of outputs are farmers' statements, studies, documentaries and reports. An important outcome is that CSOs and CBOs working with farmers have started to integrate policy-related issues in

their work. The impact is that the farmers have been able to raise their voices on policy issues that affect them and a number of policies have been amended to take these into account. Successes include:

- Relevant ministries started involving farmer organisations and CSOs in policy formulation processes;
- Farmers have created their own platforms to debate and present their issues to policy makers;
- The National Agricultural Advisory Services programme has, through advocacy efforts, changed policy by targeting more farmer beneficiaries at sub-county level;
- Farmer cooperatives have been revived and a ministry has been created in charge of cooperatives.

2.1.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	2	11	44	30
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	7	9		
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	3	1		
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	3	6		
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	2	4		

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.

2.1.1.1.3 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	32	30	26	38
	# research reports about specific themes and business activities in developing countries.	2	34		
	# information products (user guides, briefing papers, toolkits, websites, etc.).	14	8		
	# training courses and/or seminars about socially responsible entrepreneurship.	2	2		
13	# Lobby trajectories in which internationally operating companies and institutions are lobbied on their policy on sustainability, natural resources and biodiversity.	31	6	68	79
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	2	4		
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	300	521		

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 described in that section (2.2.1.1.2).

2.1.1.1.4 Agriculture has developed and food security has increased

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
1	# partners that are supported in order to carry out projects focusing on land, water and food	132	134	3.053.000	2.825.678
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).	35	34	876.000	61.706
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.	10	11	53	7

Performance on outcome and output level

These indicators include a lot of the work of partners in rural areas on direct poverty alleviation, to improve productivity, incomes and food security, reduce vulnerability, transfer knowledge and create capacity. Almost all of the expected outputs in this result area have been met, and most of the outcomes are well on track. The results on 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) are especially strong.

Many partners reinforce people's capacity in areas such as conserving seeds (Myanmar), participatory plant breeding, pest management and timing of planting. With many partners the focus is on low external input production systems accessible to poor farmers, and in some cases organic farming, to reduce production costs and make farmers less dependent on external inputs. At the same time some partners provide inputs such as seeds and fertilizers to their beneficiaries (Angola, Niger). Community-based forest and natural resource management linked to eco-tourism is possible in other contexts (Cambodia, Myanmar)

Pastoralists are among the beneficiaries, too, especially in West Africa where partners play a key role in strengthening their organisations either for production and marketing (e.g. milk in Nigeria) or for making their voices heard. Conflicts between pastoralists and agriculturalists are addressed, e.g. in Sudan a trans-boundary eco-peace committee was established with representatives of pastoralist and farmers organisations and unions in Sudan and Ethiopia, the State council for environment and local leaders. The committee works towards peaceful coexistence between pastoralists and farmers on both sides of the Sudan / Ethiopia border.

A large number of partners have been active on this result area in at least 20 countries. Partners put emphasis on empowerment, people and communities in rural areas and seek relationships with diverse actors. An integrated approach is used; no partners have a single focus. In all countries collaboration with the ministry of agriculture is established, while also relationships with research and knowledge institutes are being sought. Farmer-led extension training and field schools are established on a wide scale and report significant increases in yields. However, interventions of partners related to agriculture adaptation could gain weight when backed up by scientific research and assessment (Bangladesh).

Outcome indicator 16 describes the IMPACT alliance's new intervention strategy: the knowledge and information management intervention. Many countries report to have contributed to research for evidence building for lobby and advocacy and for the GROW campaign. In Zimbabwe the director of Ruzivo wrote a chapter "Towards a macro-economic framework for pro-poor and inclusive growth" in the book Beyond the Enclave – towards a pro-poor and inclusive Development Strategy for Zimbabwe that has received attention in the region. SEARICE's work in reviving seed systems in war-torn countries (Sierra Leone) was published in the UN's "The State of Food Insecurity in the World: Addressing food insecurity in protracted crises".

The publication in April 2011 of the research report “Who will feed the World”, written by Oxfam Novib, got a lot of attention. For the Oxfam paper “Land and Power”, showcasing six case studies, Oxfam Novib provided the main author as well as the research for two of the case studies: the New Forest Company in Uganda and palm company Sime Darby in Indonesia.

In conclusion, the targeted outputs of these three outcome indicators have been met in 2011. While indicators 1 and 3 are about direct poverty alleviation, Oxfam Novib partners almost never work on direct poverty alleviation alone. To guarantee the sustainability of these results, they work also on strengthening civil society (outcome indicators 4 and 6) and lobby and advocacy (outcome indicators 10 and 12). The new intervention strategy on knowledge and information management aims to provide useful links between the other intervention strategies. The following years will show how this will work.

2.1.1.1.5 The financial sector has grown

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
2	# microfinancing organisations that have received support in order to increase access to financial services for people living in poverty.	35	35	597.000	387.482
	# new social brands that have been developed by small producers and artists in developing countries.	2	2		
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.	20	28	30	29
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.	1	2	6	4
	# information products (user guides, briefing papers, toolkits, websites, etc.).	10	34		

Performance on outcome and output level

In rural areas, the lack of financial capital is a serious hindrance for developing sustainable livelihoods. Oxfam Novib supports the development of the financial sector in rural areas in two ways: first, by actively supporting organisations that provide financial services such as microfinance to people living in poverty in rural areas; secondly, by using the Oxfam Novib Fund to give loans to microfinance institutions (MFIs). The results mentioned in the table refer only to the first way of supporting partner organisations. More detail is given below on the Oxfam Novib Fund and its results.

During 2011, Oxfam Novib supported 35 organisations (output) that provide a form of financial services. Of these 35 organisations, Oxfam Novib supported with grants 29 start-up MFIs and organisations working through Village Savings and Loans Associations (VSLAs). These interventions reached 387,482 persons, of whom about 80% were women. The character of the interventions was adapted according to the situation of the target group and the enabling environment. In Angola, three partner organisations assisted 1,500 farmers to access loans from a government credit programme, at the moment their only opportunity to get financing; starting an MFI in rural areas is very difficult in view of the government policy toward the rural sector. In South Sudan, Oxfam Novib is supporting Woye, a MFI that will be able to absorb its first loan in about one year's time. Kaaba Microfinance Institution in Somalia (Somaliland) opened 2 new branches (Burao and Berbera), which also led to an increased number of rural based clients. K-MFI also mobilised clients to undertake voluntary savings, thereby creating a culture of savings, in addition to an existing “compulsory” savings product that they provide. In Nigeria, through Triple Jump Advisory Services (TJAS) Oxfam Novib supports FADU, an MFI through which a cocoa value chain will be financed in collaboration with Continaf, a Dutch cacao importer, and Ferrero, an Italian chocolate producer. In Mozambique, two organisations are involved in the support of VSLAs and in Afghanistan, Zardosi is preparing poor women for loans with already-established MFIs. In East Congo, the MFI Hekima, working under difficult circumstances, has received a loan from the Oxfam Novib Fund and gets technical assistance from

Oxfam Novib through TJAS. In Uganda and Pakistan, 6 MFIs are working with the WEMAN methodology aimed at empowerment of women. See the case study below for more on this methodology.

In some instances, Oxfam Novib is using financial services to link small farmers or producers to local markets. In Burundi, 20,000 small farmers now have better access to markets, resulting in interregional linkages between farmers' organisations. One MFI has been supported for this goal. 21 cooperatives benefited from financial services from 2 MFIs and 98 VSLAs have been supported to reach very poor people. An interesting way of connecting poor producers with Dutch consumers is by building new social brands with small producers and artisans in developing countries. 433 women of ethnic minorities in Thailand and refugees from Myanmar benefitted from financial services to start the Fair Trade Shop in Mae Sod, leading to a new social brand in handicrafts. A second new social brand (output) aims for women's participation came from the project Crafting Peace in Afghanistan, implemented by Butterfly Works, which sold its first collection 'Maison et Objet' in Paris in April 2011. A co-creating workshop in Pakistan in December 2011 led to a joint project with 5 partners from Oxfam Novib in Pakistan.

Oxfam Novib supports two microfinance network organisations, Sanabel for the Maghreb countries and Sharakeh in the Occupied Palestinian Territories. Sanabel focuses on social performance management, while Sharakeh enhances transparency, upgrades the skills of MFIs and exchanges best practices. Oxfam Novib works with the diaspora in The Netherlands predominantly in the area of remittances. An Oxfam Novib-led research project seeks to increase knowledge and understanding through a gender analysis of remittance processes that contribute to the development of migrant countries and communities of origin. Preliminary results indicate that more remittances are sent by women than by men and that women spend more on family items than men. In the context of this research, the impact of remittances on the status of women will be investigated in 2012.

Fairfood International produced 34 briefing papers about specific sectors in the field of food and beverage, from bananas to tilapia, as well as 21 papers on sustainability issues, from land rights to import tariffs. Funds for these products also came from another donor, which explains the high output here. Approximately 10 of these were made possible by MFS-II money. Third World Network Africa (TWN-A) is substantially contributing to knowledge generation and the development of alternatives to current economic development models. TWN-A has published since 1994 "African Agenda", a bi-monthly magazine in English with lead articles translated into French. African Agenda reflects TWN Africa's campaigns around issues of economic policy, sustainable development, trade and investment, gender, environment, politics, culture and civil society. African Agenda is a respected and frequently-referenced magazine which provides cutting-edge analyses on economic and social issues.

Oxfam Novib Fund

The Oxfam Novib Fund gives loans to MFIs. The following results were not taken up in our planning for 2011 due to the different form of financing: not through grants but loans from aforementioned Oxfam Novib's revolving fund. A second fund is the ASN-Novib Microfinance Fund owned by the Dutch ethical bank ASN. Clients from the bank decide to invest their money in the ASN-Novib Microfinance Fund, accepting a lower return on investment than from more commercial funds.

Through the Oxfam Novib Fund, a total of €40 million was loaned, supporting 80 organisations and reaching out to 3,089,563 beneficiaries, of whom 84% are women and 58% live in rural areas. Together with the ASN-Novib Microfinance Fund, the total outreach through loans and guarantees is 8,370,348 poor people. Oxfam Novib is gradually transferring the portfolio toward MFS-II countries, leaving Latin America. In 2011, the biggest share of approvals was for MFIs in Africa: 29% of the portfolio is now invested in Africa against 27% in 2010. Of the total portfolio, 66% is invested in local currency, 1% in euros and 33% in dollars. In this way, Oxfam Novib takes over some of the currency risk that MFIs incur. Oxfam Novib and ASN Bank, through the ASN-Novib Microfinance Fund (ANMF) have agreed to do joint investments, whereby the ANMF will invest in more risky MFIs while Oxfam Novib will guarantee a part of the extra risk for the ANMF. This will make it possible to expand outreach and increase investments in the rural financial sector in Africa.

In conclusion, the outcomes have almost reached their targets for 2015 (5 and 17) or are well on their way (outcome 2). The outputs have met the planning for 2011. For work on microfinance, the challenge in 2012 and later years will be to bring it further into line with the countries in which Oxfam Novib works and its emerging work on value chain development. The shift in 2011 has been encouraging.

Case study: WEMAN

WEMAN stands for Women's Empowerment Mainstreaming And Networking, a multi country programme of Oxfam Novib for gender justice in economic development. Under WEMAN a pilot project called "Gender Justice in Pro-Poor Value Chain Development" started with local partners in Uganda, Green Home Organisation for Women's Development and Bukonzo Joint Cooperative MicroFinance Ltd. WEMAN uses the innovative participatory Gender Action Learning System (GALS), the use of which in value chain development is quite recent. The WEMAN project received financial support from IFAD in 2011.

GALS contributed to concrete positive changes in women's secure access to land, division of labour between women and men, increased quality of produce and more equal sharing of benefits. Also the process contributed to increasing incomes. Win-win strategies have been documented between women and men in households and between value chain stakeholders at various levels. The GALS works because it starts from the perspective of people. It situates them as change agents, and takes them through a staged process that enables them to identify and then dismantle obstacles in their local environment, as well as work to their strengths

The GALS methodology has proved to be effective for i) empowering the most vulnerable women and men in agricultural value chains; ii) bringing about significant immediate changes in attitudes and behaviour at different levels through individual and collective activities; iii) engaging with and gaining commitment of more powerful private sector actors at local and national level to develop win-win strategies; iv) promoting sustainable communications between value chain actors to continually respond to changing market conditions; and v) clarifying what assistance is really needed from VCD organisations.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	24	29	23	28
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.	19	29	29	21
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	1	12		
12	# partner organisations that have sufficient resources and knowledge to lobby effectively in the field of climate change and adaptation.	8	3	12	2

Performance on outcome and output level

The results on outcome 6 and 7 are established on both MDG and international lobby and advocacy levels. This MDG will receive less attention from Oxfam Novib compared to the years before, and less than originally planned in the MFS proposal, because of budget cuts. A decision was made to have a more narrow scope on livelihoods to cope with the budget cuts. The results at outcome level achieved are mostly achieved by partners who will be phased out or will not be funded after 2011 and 2012 for their climate change adaptation work. In some countries Oxfam Novib will continue or set up work on climate change as part of a broader livelihoods

strategy. In some countries (e.g. Mozambique, Senegal) work on climate change is relatively new and promising new initiatives are being developed, but it is early to measure results.

Oxfam Novib still had 10 partners from the global programme portfolio in 2011 working partly on climate change. The climate change part will be phased out in 2011 and 2012 as a result of the budget cut. Partner organisations such as ANDES and CTD-CCCR work on locally owned indigenous frameworks to assess the impact of climate change and develop strategies to build resilience while enhancing bio-cultural diversity. The topics of adaptation and biodiversity have been cautiously taken up in work with emerging powers including India, China and South Africa. In South Africa an impressive mobilisation of civil society organisations took place around the COP17, pressuring governments to work towards a fair, ambitious and binding deal on mitigation and adaptation. On outcome 7, SOMO worked with 3 global partners to strengthen their lobby capacity. One of these resulted in a critical report assessing the credibility of sustainability certification schemes used by global tea brands (e.g. Lipton).

Several programmes at the national level have accumulated valuable experiences and achieved results in climate change adaptation and biodiversity. For instance, in Bangladesh at least 5 million people have been reached by awareness-raising activities, and first ever gender analysis of the national strategy for adaptation has been done (outcome 12). Oxfam Novib has also supported South-South cooperation to strengthen the voice of developing countries in climate change negotiations. One example is global partner South Centre, who organise side events during conferences for Southern delegations. Apart from global working partners, Oxfam Novib has also supported organisations working at the regional (pan-African level or South Asian) level.

Case study: RESOLVE

Oxfam Novib has taken the initiative to set up the RESOLVE project (Regenerative Agriculture and Sustainable Livelihood for Vulnerable Ecosystems) with three livelihoods partners and one technical/research partner in Bangladesh (GUK, GKS, SDS). The government of Bangladesh's National Adaptation Programme of Action identifies climate change as a burden to food security, especially where agriculture and water resources are already under stress, and calls for developing climate resistant crop varieties and appropriate adaptation practices. Meanwhile its Climate Change Strategy and Action Plan addresses climate impacts under various themes including food security.

RESOLVE is designed to contribute to the realisation of these national goals at the micro level. It aims at making food-insecure households and their livelihoods systems more resilient to climate shocks while ensuring their food security through an integrated approach: increasing food production and consumption by practicing adaptive agriculture techniques/technologies; diversifying livelihoods, income and food sources through on-farm, off-farm and non-farm activities and creating access to markets; supporting affected communities to develop and implement climate-proof community-based disaster risk reduction measures; influencing policy and practices related to food security and climate change through lobby and advocacy; and managing knowledge and innovative techniques for cross-learning, replication and scale-up.

The programme has strategically chosen to operate in Gaibandha, Sirajgonj, and Shariatpur districts, three of the most remote, impoverished and ecologically fragile parts of Bangladesh consisting of river islands (chars) and cyclone-prone coastal belts. In the income- and food-deficit households in these areas, women have suffered the most, so the programme strongly recognises that climate change impacts are not gender-neutral; at least 50% of the target beneficiaries are women and women-headed households.

2.1.2 Programme Right to basic social services

Objectives

Access to good 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, IFI's, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level

2.1.2.1.1 Greater participation in formal and non-formal primary education and education in general

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
19	# partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.	33	31	706.000	464.428
	# partner organisations in more stable countries that have implemented projects providing educational services to girls, boys and young women.	20	26		
	# partner organisations in both fragile states and more stable countries that have implemented innovative educational projects aimed at quality improvement.	13	7		
	# pilot projects in further education, in particular for girls, that have been implemented.	3	1		
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	10.000	12.000	3	3
	Unexpected result # lobby activities and products organised of by the IMPACT alliance in order to influence opinion leaders in the Netherlands and internationally to invest more and more effective in education.	0	5		

Performance on outcome and output level

The IMPACT alliance has contributed to increasing participation in basic education in two ways. Partners have delivered non-formal education services to 464,428 women and men, boys and girls. In Somalia, despite the challenging circumstances causing children to drop out of school, Oxfam Novib and HIRDA have been able together to provide schooling to over 5,000 boys and girls. The alliance is on schedule to reach its target of 705,000 in 2015. The high score of this year is partly due to the fact that results are still being counted from countries in which the alliance will phase out its education work in the coming years (e.g. Nigeria). The alliance will scale up its programming further in the countries where it continues to work, to make sure the target is reached in 2015. On output level, the alliance has reached its targets. In 2011 it consolidated its innovations to improve the quality of education (such as the Learning about Living project in Senegal, see case study under 2.1.2.1.2) and build a base on which to further innovate and expand its programming on post-primary education for girls.

These innovations are of particular importance considering the IMPACT alliance's approach of using them to call governments to account on their responsibility to provide quality education for all. For governments to be able to do this they need more capacity and sustainable resources. In 2011 Oxfam Novib worked with global networks such as the Global Campaign for Education to call for more aid for education. In the context of the Oxfam Essential Services campaign, Oxfam lobbied intensively at the Global Partnership for Education (GPE) conference in Copenhagen where an additional 1.5 billion in aid for education was pledged. Many southern governments committed themselves in Copenhagen to raise spending on education in their national budgets in the coming years and be transparent about how they spend their budgets. Oxfam and its partners will monitor these commitments and hold the people who made them accountable for their promises to ensure quality education for all.

The revenues from a future Financial Transition Tax (FTT), for which Oxfam advocated for strongly at EU level in 2011, could further mobilise resources for education. In the Netherlands, GCE Netherlands (with strong support from Oxfam Novib) managed to unite over a hundred Dutch policy makers, citizens and NGO staff behind a shared future Education and Development Agenda. Dutch parliamentarians were lobbied to monitor closely the government's phase out of their support to education in developing countries. The strong lobbying, media and online campaign push to get the Dutch government to give up its opposition at European level to a Financial Transaction Tax created an initial win, with Prime Minister Rutte saying he would not oppose it.²

With the 3 policy changes described above (Copenhagen commitment, FTT in NL and Dutch commitment to responsible phase out), the IMPACT alliance has already achieved its 2015 outcome target. However, these political wins will be monitored closely by GCE Netherlands and Oxfam to ensure they are not lost in the coming years. At output level Oxfam Novib has mainly mobilised youth in schools on the necessity to invest in education and development through their partnerships with Cross Your Borders and COS Zeeland/Hogeschool Zeeland. Also through its support to GCE Netherlands, Oxfam Novib mobilises the public around aid for education. In 2011 GCE did not use mass mobilisation actions but worked through direct lobbying and media.

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.

Case study: HIRDA Somalia: Education networking for sustained change towards quality education

Since the collapse of the Somali state in January 1991, Somalia has been a country without any level of organised systems of learning. HIRDA-SOM Foundation, a branch of HIRDA Foundation, is a non-profit and non-governmental humanitarian organisation involved in striving to eradicate poverty, illiteracy and diseases in Somalia. In June 2011, HIRDA-SOM started a project to develop one education network that integrates and unifies all education stakeholders under the national education system. The project aims to address the diversity in curricula in the education system in Somalia by unifying language and content leading to an improved quality of education in Somalia, and in particular South-Central Somalia.

As a result of the project, existing umbrella education networks have produced a strategy paper to create a comprehensive education network. Conferences, workshops and roundtables produced recommendations to upgrade and unify education curricula and to find solutions for the different education challenges that undermine education performance in the region. All stakeholders are now committed to continue their efforts to unify the education system in south-central Somalia and work closely with each other. A lesson learned is that it has been essential to include *all* education stakeholders in rural areas in the process of the network building and developing a strategy of a unified education system. The project aims to continue working towards building trust within the different stakeholders of the network.

² Developments on this might be less positive in due course.

2.1.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	15	17	24	12
	# southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	5	3		
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	7	3		
26	# partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions.	7	8	29	5
	# instruments (e.g. for measuring behavioural change in educational programmes) that have been developed jointly by local partners, research institutes and the IMPACT alliance.	5	4		
	# 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.	4	4		

Performance on outcome and output level

Given that the IMPACT alliance is primarily concerned with the quality of education of national education systems, its partners take an active approach in developing innovative pilots, involving government if possible from the start and advocating for scale-up by government in time. This has been successfully achieved in a number of countries in 2011. The Learning about Living project in Nigeria, which succeeded in 2010 to get its online version of the Family Life and Health Education curriculum (FLHE) approved by the government, has seen the Global Fund provide the Nigerian government with a grant in 2011 to actually train teachers on further implementation of the curriculum in government schools.

Oxfam Novib will continue to support the question-and-answer text messaging service for another two years, Butterfly Works has moved on to support the development of the curriculum in Senegal and Morocco (see case study on Learning about Living in Senegal). In Uganda, partner Labe managed to get the Amura district council to follow its example and set up a Learning Centre where parents and students support each other on homework, literacy classes for mothers etc.

Setbacks were also experienced: in the Kordofan region in Sudan, partners' attempts to lobby the district government to develop and implement an improved curriculum in all schools was halted due to a rise in conflict in the region that stopped all new policy development.

As shown by the examples above, the kind of policy changes that partners achieve differ; some are at national level and have a huge impact on the quality of education (particularly in a country with as huge a population as Nigeria), while others are much more locally based with a smaller outreach. The 12 policy changes achieved in 2011 give hope of reaching the target of 17 in 2015. Many country teams indicate that, although important steps have been made to establish better contacts with governments and raise their awareness on the need to improve their policy or implementation thereof around quality education, concrete policy change is to be expected in the years to come. Next to overly-optimistic planning in, for example, Somalia, this is also the explanation for the underperformance on the output referring to the number of partners being able to upscale their interventions.

In convincing governments that it is possible to achieve better quality education that responds to the needs of all it is key to ensure the quality of education interventions. Oxfam Novib therefore invests in a learning agenda on

Access to Quality Education. In 2011 some first steps in answering some learning questions have been taken. For example, a study was commissioned to look at how NGOs have been successful in promoting youth to make positive changes in improving quality education and access to SRH services and information. Sixteen partners working on education and SRH made steps to test monitoring and evaluation tools to better measure the behavioural change that occurs due to their programmes. There is, however, a discrepancy between the performance at output level and the results at outcome level. The alliance has implemented according to planning at output level, getting partners to actively participate in learning events (for example in Mali on lobbying and campaigning) and developing tools (for example, the teacher competency profile in the Quality Educators project). These actions do not yet seem to have led to high results at outcome level, showing through case studies that Oxfam Novib's education interventions have improved in quality. This could be partly explained by time, as the effect of learning is more likely to be visible later. However, Oxfam Novib must also invest more actively in collecting and documenting cases, for example through increased attention to the effect of its KIM interventions in evaluations. In 2012 the IMPACT alliance also expects to increase joint learning projects to produce a higher number of case studies and stronger participation of partners to further raise outcome and output levels on this indicator (26).

Lessons learned and ways forward

Important lessons learned are mainly focused on partners' cooperation with and lobbying towards governments. From projects such as Learning about Living and the teacher competency profile in Mali and Uganda, Oxfam Novib has learned that it is not always necessary to upscale education interventions to convince governments to take them over. When governments are involved in the development of pilots from the beginning, they are more likely to take them over and take responsibility for up scaling through the public system. The downside to this lesson learned is that high investments made in building relations with MoE staff at country level by partners are sometimes (for example, in Mozambique) undermined by rapid staff changes and volatile political situations. Oxfam Novib also learned that, in order to achieve policy change at national level, linkages with global advocacy work can be strengthened. There is a need to invest more in collaborative planning between NGO coalitions, Oxfam staff at country level and global campaign teams.

Case study: One World UK and Butterfly Works: Learning about Living, Senegal

Half of the population in Senegal is under 18 years old. Young people are not well informed about their sexual and reproductive health rights due to taboos, dominant norms and values, religious conservatism, old-fashioned educational systems and ignorance of parents and teachers. Oxfam Novib and Butterfly Works work together with partner One World UK to implement a programme that offers this information to youth in an innovative fashion through ICT and SMS text messaging. Butterfly Works has facilitated the development of an eLearning curriculum and a text messaging services through a co-creation process with young boys and girls, teachers and Ministry of Education representatives. The eLearning curriculum's development and implementation is being fully supported by the Ministry of Education, alongside key Senegalese civil society organisations. By the end of 2011, some 143 teachers in 10 schools in different regions (Dakar and Ziguinchor) had been trained to use the eLearning platform. A mobile phone platform – BipInfoAdo- is providing on-demand SRH information and services through trained counsellors. Using a participatory "Sunukaddu" method developed by Senegalese ICT specialists RAES, One World and Butterfly Works have created radio programming by and for young people to develop their own effective communication tools, ensuring that messages developed and distributed will be suitable and understood by the local communities. A major part of the project is to increase gender equality by reducing the prevalence of, and offering positive alternatives to, gender constructs that assume male superiority and the acceptability of violence against women.

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

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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).	13	9	49	20
	# 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.	19	24		
	# southern partner organisations active in education that have been trained in participative budget planning and monitoring.	3	4		

Performance on outcome and output level

To enable parents, teachers and students to hold governments accountable to provide quality education for all, their involvement in education systems is key. Evidence has also shown that increased involvement of parents and teachers could potentially improve the overall quality of education provided. Oxfam Novib has successfully strengthened involvement of parents, teachers and students in education interventions in 2011. The alliance has also laid the foundations to strengthen this work, particularly the involvement of students, in the coming years by securing substantial new funding from SIDA. From mid-December 2011 to December 2014 Oxfam will implement a learning programme on youth involvement, which it kicked off in 2011 by commissioning research by the University of Sussex on youth participation in claiming rights on education and health. It is therefore expected that the number of partner organisations able to involve parents, teachers and students in education will rise substantially in the future, which will make it likely for the alliance to achieve its target for 2015.

With 20 organisations in 2011, the alliance is already half way to achieving its 2015 target. In 2011 the output targets to achieve this outcome have almost all been reached. In Senegal a regional workshop was organised to train partners to involve youth more actively in their programmes. The first output relating to partners participating in capacity building efforts scores lower than planned; however, this is mostly due to small mistakes in planning and registering it in the information management system and is no indication of underperformance. As indicated before, performance on this output is expected to increase substantially in the coming years due to the investment in learning on youth participation through the SIDA programme. The baseline in the context of the 5Cs capacity building programme will show which education partners could benefit from increased capacity building on promoting downward accountability of their programmes and involving youth more directly in the planning, monitoring and evaluation of their education programmes.

The special project Quality Educators for All has managed to get major teacher unions in Mali and Uganda to agree on a shared framework of what it means to be a quality teacher. This teacher profile has been taken up by the government of Mali and will be the basis for a three-year project supported by Comic Relief, which Oxfam Novib will implement in close collaboration with Education International to ensure that teachers in Mali are trained and monitored according to the profile. In Niger, partner Niger Amitie has involved parents in the construction and maintenance of classrooms while also securing increased government contributions to pay the salaries of 67 community school teachers.

Case study: CEFORD: Parental involvement in promoting primary education, Uganda

In the district of West Nile in northern Uganda, literacy rates (especially for women) are far higher than the national average, there are higher infections of HIV/AIDS, more school drop outs (especially girls, who are far more likely in this district not to attend school at all), and higher levels of gender based violence. The organisation CEFORD works in this district using Functional Adult Literacy (FAL) groups and teaching techniques to empower people to improve their individual and collective potential. Not only do beneficiaries acquire the skills of literacy and numeracy, CEFORD provides specialised skills training in nutrition, agriculture, horticulture, family planning,

HIV/AIDS, water and sanitation, or small-scale business, and introduces the learners to gender action learning systems. These trainings enable the learners to acquire life and job skills, which directly and positively impact their and their families' personal wellbeing. Participants in FAL classes have gained more confidence and participate in decision making at community-level activities such as school committees, churches, local councils and household economic activities.

Through FAL, parents value education and thus send their children to school, prioritise education expenditure, provide a good learning environment at home, check their children's books and follow up on their progress, hold teachers accountable, participate in school activities and become role models to pupils and community. Through the project over 3,000 learners (85% women) have become functionally literate and 554 of these learners (80% women) have gone on to hold positions in local government and community structures. Policy changes have also taken place through CEFORD's work in partnership with school management committees or parent-teacher associations in primary schools to develop action plans to address issues affecting performance, including reproductive health and HIV/AIDS. These plans are included in the school annual plans.

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 programs 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 Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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	9	11	9
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.	5000	0	16	2
	# 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.	5	4		

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. In 2011 some first achievements in policy change at national level have been achieved; however, more concrete policy changes are expected in the years to come, which makes plausible that the IMPACT alliance will achieve planned outcomes. In the regional project run by Oxfam Novib partner Amanitare, partners in national campaign coalitions in 6 countries in the Southern Africa region were trained in 2011 to assess major violations of the sexual and reproductive rights of young women and men and gained knowledge on how monitoring governments budgets can be a useful tool to address these violations. In 2012 effective national campaigns resulting from these trainings will probably lead to some policy changes in the participating countries (see case study) and an increase of outcome-level results.

National policies are in many cases subject to the influence of global actors at national or regional level. In 2011 the Oxfam team launched a paper on 'Counterfeiting and Enforcement Access to Medicines' and managed to secure replenishment of the the Global Alliance for Vaccination and Immunisation (GAVI) initiative and a reform of this funding entity. At the same time Oxfam Novib has particularly stressed the importance of continuing to invest in preventive measures that empower women to have a stronger say over the integrity of their bodies. The global partner Gender Action has reviewed all policies of the International Financial Institutions (IFIs) on sexual and reproductive rights and compared these to their investments. Their analysis showed that progressive policies from the World Bank and African Development Bank fail to get implemented due to the limited funding made available. After continuous lobbying efforts and media attention, the IFIs have committed to take the recommendations of Gender Action on board.

The Universal Access to Female Condoms project (UAFC) has been important in lobbying both at national and at international level for recognition for alternative preventive measures. An international conference on the UAFC, organised in the fall of 2011 in The Hague, showed how national partners are strongly involved in the lobby for this recognition at local level and national level, sometimes successfully (particularly at local level) and sometimes less so (see the case study about female condoms in Nigeria). The UAFC project developed a toolkit to support partners in their lobby efforts and develop strong lobby strategies for 2012. At output level the IMPACT alliance has achieved its targets, with the exception of the target to mobilise Dutch citizens around sexual and reproductive rights and HIV. Due to limited capacity and increased focus in the lobby agenda of the IMPACT alliance it is decided to not mobilise citizens specifically around SRHR or HIV in 2011. Oxfam Novib did manage to successfully lobby against reducing the budget for SRHR/HIV through cooperation with Stop Aids Now (SAN!).

2.1.2.2.2 Increased take-up of public and private health care

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
20	# partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.	38	49	697.000	1.009.292

Performance on outcome and output level

The IMPACT alliance has been very successful in 2011 in reaching a large amount of women and men to increase their access to public and private health care. The numbers of men and women reached and making use of preventive services at outcome level is exceeding planned targets for 2015 already by 75%. In some countries Oxfam Novib was actually more successful than it had expected due to changed circumstances and needs leading it to adapt its strategies (Occupied Palestinian Territories, OPT) or more effective ways of working (Uganda). In the OPT, partner PMRS was particularly successful in running 7 mobile clinics to give health care to women in remote areas. There is an increasing demand for these mobile, clinics since men and women are less and less able to reach public hospitals due to the limitations in movement resulting from the occupation. In Uganda there was a very sharp increase in people being reached due to the fact that after 3 years investment in capacity building a consortium of 6 partners is now successfully integrating information on SRHR in their regular work, thereby reaching a much larger number of people than planned.

However, with the phase out of a considerable number of countries and partners due to the policy of not financing partners for longer than 12 years, the alliance's reach could decrease substantially in the coming years. More important, therefore, is the quality of the models partners develop and whether they are able to get governments to take these over (see result 2.1.2.2.1). When there is no possibility of government taking over innovations, change in norms and beliefs and the involvement of key community members is the major indicator to assess the sustainability of the intervention. The high score on the output on innovative pilot projects, compared to the very modest planning, is a bit skewed due to the fact that it includes a particularly large group of partners working in Ethiopia (a phase out country) on SAN! funding. However, new innovative pilots in Afghanistan and Bangladesh are promising for further development in the SRHR programming of Oxfam Novib.

The work of IMPACT alliance partner HIRDA is also a case in point. They managed to successfully get women who ritually circumcise young girls in communities to become aware of the negative effect of these rites on girls' self-esteem and sexual and reproductive health. HIRDA re-educated 10 women to become traditional birth attendants, which still enabled them to be involved in the community and gain a living, but reduced the high incidence of female genital mutilation in the communities of Somalia. All of the re-educated women have become fervent ambassadors in HIRDA's campaign against FGM at local and national level.

The demand for health services that respond to the needs of young women is on the increase in many countries. In Angola there is a high demand for female condoms among sex workers, but unfortunately supply has not been able to meet that demand. In Nigeria Oxfam Novib has been able to support creation of awareness on the availability of female condoms and has subsequently managed to meet increased demand (see the case study below). An additional unexpected output is that 16 pilot projects of partners are implemented to increase the effectiveness of SRHR and HIV prevention programmes in national health care systems, making use of ICT.

Case study: Society for Family Health (SFH): Universal Access to Female Condom (UAFC), Nigeria

In 2009, UAFC Nigeria started as the first country intervention under the larger Universal Access to Female Condom (UAFC) Joint Programme. The other components of the larger intervention include country programmes in Cameroon and Mozambique; international advocacy and linking and learning, and research and development. The reason the project started in Nigeria was that studies showed there was an unmet need of family planning in Nigeria, which has among the largest numbers of HIV-infected people in the world. Due to the project, knowledge on female condoms in the three focus states increased from a baseline of 33% in 2009 to 65%, and the number of people who used a female condom in the past 12 months increased from less than 2% at baseline to 48% by the end of 2011 (among those who ever used a female condom). The UAFC programme in Nigeria has reached 2.7 million people since the start of the project in 2009, which is impressive given the relatively short time span, large geographical areas and the project’s personalised approach.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
27	# knowledge trajectories that have been organised in the field of HIV/AIDS mainstreaming	5	5	11	7
	# local and international partners that have the resources and capacity to document their experiences and to publicise them (inter)nationally.	4	0		

Performance on outcome and output level

Oxfam Novib has invested strongly in HIV mainstreaming in the past through several initiatives. As a result, a relatively high number of current partners have developed strategies to mainstream HIV and increase the effectiveness of their programmes. The IMPACT alliance therefore scores highly at the outcome level. One important project was the special project to support partners to develop workplace policies, assuming that this would create more resilient and efficient organisations better able also to address issues of stigma and prevention in their programmes. Although this special project has delivered important results, particularly for partners’ cooperation and baseline knowledge, Oxfam Novib did not manage to raise funds for this work and – also as a result of the further budget cuts in 2011 – had to give up leadership on this project. SAN! and national partners are still trying to fund support to continue with this important work (see case ACORD in East Africa) and Oxfam Novib will further invest.

Another project which has delivered results is the MAIN project, coordinated through Oxfam at regional level in East and Central Africa. This project has led to more effective programming, particularly on livelihoods, taking into account the reality of HIV. It is through this programme that Oxfam Novib has managed to stay on track to reach its planned outcome for 2015. In 2012, however, Oxfam Novib will need to reinvigorate its learning on how to effectively reach out to people on HIV, particularly in the context of its livelihoods programming in Southern Africa, to keep up performance on this outcome and outputs (particularly on the last output). The International AIDS Conference in Washington in 2012 could provide an important platform for Oxfam and its partners to document their learning and share it at a global level.

Lessons learned and ways forward

Oxfam Novib has learned important lessons from the evaluation of another major programme to better mainstream HIV and SRHR, particularly in education programming. The so-called Innovation Fund, which invested 26 million over a period of 4 years to support innovative programming to increase knowledge of and/or behaviour on HIV/AIDS and reproductive health among youth, has led to important change. The evaluation performed in 2011 shows that many partners have used their in and out of school education and training programmes better to provide young boys and girls with information on their sexual and reproductive rights, including information about condom use, discussions about sexuality and gender etc. Interviews with young people in the course of the evaluation have shown that these activities were highly appreciated by young people

because they did not know were to get this information before. However, the evaluation also shows that beyond anecdotal evidence it is not always possible to systematically measure improved knowledge and behaviour among young men and women. Oxfam Novib will therefore invest in developing better tools to monitor improved knowledge and behaviour, in close collaboration with partners (see also the programme on the right to an identity). It is expected that from 2012 onwards some partners will be starting to implement these tools.

Case study: ACORD: HIV/AIDS internal mainstreaming-Special Project on Work Place Policies

Countries: Burundi and Uganda with various counterparts in a total of 10 countries and 4 MFO's in the NL
 In East and Central Africa, the impact of HIV/AIDS on labour and employment has resulted in a significant decline in national economic performance, as well as pressure on social protection systems and health services. The negative impact of HIV/AIDS is further aggravated by high levels of stigma and discrimination in the workplace, leading to violations of fundamental human rights including the right to health and full participation. Although some organisations have HIV workplace policies and programmes, in most cases implementation is generalised. The goal of the programme “Addressing HIV in the Workplace – Scaling Up the Response in 10 countries”, was to address the stigma and generalisation of workplace policies on HIV/AIDS. The project was designed to build on STOP AIDS NOW! (SAN!) pilots in Uganda, Ethiopia and India, which have been carried out since 2004. Through baseline surveys and self-assessments, including 74 CSOs in Uganda and 68 CSOs in Burundi, the project collected valuable information about the situation of HIV-positive employees. Together with a comparative study which includes 10 countries in total, information about more than 350 CSOs was collected. Based on the outcomes of this report, CSOs received capacity building to train peer educators within their staff, change or improve workplace policies, and share their findings for evidence-based lobby and advocacy. In Uganda and Burundi the project was carried out by ACORD, which was also responsible for the MAIN programme that looked at external HIV/AIDS mainstreaming.

2.1.2.2.4 Greater equality in healthcare access for men and women

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
22	# organisations of people living with HIV that are (also) support by the IMPACT alliance.	16	13	22	23
	# 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.	10	17		

Performance on outcome and output level

In 2011 the IMPACT alliance supported key partners or worked together with knowledge institutes in a number of countries to support partners to be able to better involve youth, PLWH and/or women in their programmes. Involvement of these groups is key to ensure SHRHR 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 alliance is well on track to reach its target to have supported 23 partners in this process, particularly considering that strengthening youth participation will be the focus of the SIDA-funded My Rights My Voice project in which some SRHR partners in Pakistan, Niger, and Mali participate. In 2011 in Uganda a group of 5 partners was trained to better involve youth, and a network of PLWH participated in the learning trajectory. Partner Fojassida in Angola, supported by SAN! funding through Oxfam Novib, experienced an enormous increase in volunteers, in particular attracting younger men and women. This can also be explained by overall increase in political participation in Angola in 2011 due to a climate of ‘African Spring’. It is important to keep supporting activist movements, e.g. of PLWH, in this context to be able to take advantage of this political climate. From 2012 onwards Oxfam Novib will do this in Angola primarily in the context of its programme on Active Social and Political Participation.

Case study: Women's Global Network on Reproductive Rights (WGNRR) supporting mobilisation of women and men on Sexual and Reproductive Rights, Global

Women's Global Network on Reproductive Rights (WGNRR) is a network working all around the world to ensure sexual reproductive health rights (SRHR) are respected, protected and fulfilled. Over the past 25 years, WGNRR has become an institutional movement lending an important feminist perspective to international conferences such as the 1994 Cairo International Conference on Population and Development and the 1995 Beijing Women's Conference. WGNRR's May 28th 2011 Call to Action was linked to their multi-year campaign in defence of sexual and reproductive rights, and was premised on the slogan: *Sexual and Reproductive Rights are Human Rights! Defend and Mobilise for Reproductive Justice!*. Members and allies of WGNRR held over 30 events in countries in the Global South. Furthermore in 2011, 63 organisations were trained in and supported by WGNRR in developing plans for national advocacy (HeRWAY) and gained increased knowledge and practice in a rights-based approach for their campaigns.

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.

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 is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)

2.1.3.1.1 Women, peace and security

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
30	# partners in fragile states that have received support in order to strengthen their capacities in terms of conflict sensitivity.	25	18	52	16
	# partners in fragile states that have received support in order to strengthen their capacities in terms of female leadership in conflict areas.	12	27		

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. This is done both directly, through financial support to partners, and also indirectly through two global programme partners – International Action Network on Small Arms (through the women's network) and the Women's Initiative on Gender Justice – which have expertise on female leadership and UN Resolution 1325. In 2011, IANSA conducted a number of trainings, for example a training of trainers on conflict transformation and small arms control to increase women's participation in local peace building and conflict resolution in Nigeria. WIGJ worked to develop the capacity and knowledge of women's rights and peace activists, in relation to women's leadership in conflicts. Given that the planned output was 12 partners, Oxfam Novib is well on track to achieve the outcome target in 2015.

On the other hand, the output on the number of partners that have received support to strengthen their capacities in conflict sensitivity (18) is below expectations. This means that this is an area where work has to be intensified, but it is also a problem of reporting. Work on conflict sensitivity may be included as support to a larger programme, with outputs therefore not made explicit. Finally, due to the decentralisation process a number of projects began only at the end of the year, meaning that outputs will be reported on in 2012. In 2012 Oxfam Novib will also need to focus on improving the quality of conflict sensitivity support provided.

Finally, an innovation worth mentioning is the training on women, peace and security (WPS) organised by Oxfam Novib, Leiden University (Grotius Center), Clingendael and importantly WIGJ. The first formal training on WPS, after a pilot in 2010, took place successfully in September 2011, including a panel discussion with Dutch politicians and an expert meeting. For more details please see the case study below.

Case: Training on Women, Peace and Security in The Hague

In cooperation with Leiden University (Grotius Centre summer school), Women's Initiative for Gender Justice (WIGJ) and Clingendael Institute for International Relations, Oxfam Novib organised a global training on Women, Peace and Security. This training took place from the 12th of September to the 23rd of September. 13 female participants underwent a diverse programme of classes and workshops and visited the international criminal court. The group was diverse in terms of experience, age, areas of work and country of origin. Due to the high level of commitment, the summer school became a platform for lively, interactive debates and reflections from different cultural and political backgrounds.

To coincide with the training, an expert meeting was also organised around the theme WPS on the 26th and the 27th of September. The meeting was organised by WIGJ and Oxfam Novib. Representatives of international organisations (UN and Centre for Transitional Justice), international networks and representatives of Norway, the Netherlands, South Sudan, Colombia, the Philippines and Uganda exchanged experiences. Questions concerning the implementation of resolution 1325 and related resolutions, with a special focus on the role and background of the participants, were discussed. The results of this expert meeting will be presented in a report. Both initiatives were received positively and show that there is not just a need for the exchange of information and experiences, but also for debate in which people from different backgrounds are able to enrich their activities and to become more strategic through synergy.

Challenges

Problems with financing were the most important reason for participants to drop out of the training at the last moment; 3 participants were not able to join due to visa problems. The decision to organise a training came relatively late (in February 2011).

Lessons learned from the pilot undertaken in 2010

After the pilot in 2010, it was decided to extend the training from 1 to 2 weeks. Since the programme in 2010 was well received, the programme of 2011 continued along the same lines. An extra part was added, on conflict, and other parts were extended and subsequently split up in different modules. Working with modules created the opportunity to divide the broad Women, Peace and Security agenda into concrete areas which would be relevant for the implementation and the sharing of experiences.

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 has improved its 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.³
- 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 shows 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

³ In the activity plan 2011 this indicator was only part of the International Lobby and Advocacy chapter but as it included MDG level work it was included on MDG Level planning as well at the time of writing the reporting protocol, so results are mentioned in both chapters.

2.1.3.2.1 A safer society for all citizens especially women

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
28	# partners in fragile states that have implemented projects concerning conflict transformation.	5	16	484.000	421,092
	# partners in fragile states that have implemented projects concerning the protection of citizens and/or peace building.	11	16		
	# 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.	13	12		
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.	2	13	21	14
	# 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.	2	21		
	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	3	10		
	# 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.	3	6		
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).	3	9	12	3
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.	8	10	27	17
	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	2	2		
	# southern partner organisations that have received content specific support from Oxford 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.	2	2		

# 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.	2	7		
--	---	---	--	--

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 new for the IMPACT alliance. In 2011, 16 organisations carried out work in the area of conflict transformation. 16 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). As a result of this work, a total of 421,092 people, the majority women, are now better able to protect themselves against the effects of violent conflict. This outcome presents a significant overachievement and means that the target outcome for 2015 will be reached and surpassed.

An important lesson learned is that the types of projects carried out are at times so different, it is hard to compare outputs across the board. This means that in the coming years it will be important for Oxfam Novib and its partners to achieve a common understanding of what conflict transformation means. This is important to achieve stronger uniformity of work and to enable learning from similar experiences. It will also be critical for conflict transformation work to be intensified in a number of conflict-ridden countries (for example DRC) to ensure outputs and outcomes are achieved in all countries which have been designated by Oxfam Novib to be ‘conflict transformation focus countries’ (i.e. OPT, Afghanistan, Pakistan, DRC, Somalia and Zimbabwe).

A snapshot of the work carried out: In Nigeria, under WANEP Nigeria’s Women In Peacebuilding Network (WIPNET), the awareness and capacity of 138 men and 341 women in four communities in four selected states was built up to enhance the role of women in peace building.

In Somalia, there were a variety of community projects working towards conflict transformation. For example, one partner in Somalia trained 150 youth in conflict management skills in order to contribute to a situation where more youth shun engagement in armed militia activities and engage in productive activities within their community. RMSN worked on empowering communities by training community members on conflict resolution. An unexpected result was a project by CLHE that strengthened the capacity of 30 female police and 15 female lawyers in the promotion and protection of women and children’s rights and addressing women’s concerns, especially around Gender Based Violence (GBV). The desired outcome is that women who are victims of GBV will experience improved treatment in the justice system and police personnel as well as lawyers will have the ability to render more successful cases in this area.

In the OPT, more than 300,000 civilians are better able to protect themselves against violent conflicts and limit its damaging effects thanks to the health services and information provided to them by medical partner Palestinian Medical Relief Society. PMRS runs mobile clinics and consultation services in schools and kindergartens and serves marginalised and remote communities. Trainings and assistive devices (such as for handicapped people) are provided to local community members to take preventive action to safeguard their health and wellbeing. Given that in the OPT alone more than 300,000 people have been reached, this outcome has served to create a higher than expected total outcome for 2011 for KPI 28. Whilst the work carried out by PMRS has enabled civilians to better protect themselves, it is not a conflict transformation project.

In Zimbabwe, NGOs participating in an Oxfam Novib-initiated pilot programme have implemented peace building projects at community level and are refining the models so as to achieve maximal impact. Activities include ‘traditional’ workshops, trainings, dialogues, sport events, role plays, theatre and psycho trauma counselling. Most pilots focus both on ‘victims’ and perpetrators and attempt to link citizens with policy makers. For example, one of the partners focused on the revival of 5 old and 5 new Peace Committees that have the goal to “transform conflict and work towards a better future together”. These committees include members of parliament, councillors and traditional leaders and chiefs that address communities in order to promote peace and denounce violence. The organisation has trained women on youth leadership, gender equality, gender mainstreaming, democratic governance, human rights and conflict transformation. While the final results of the pilot programme are not yet available, the use of small pilots appears to be a good way to stimulate new, creative work which can possibly also be used in other contexts. It was remarkable that while in all pilots women are part of the (and, in one case, the sole) target group, both in their position as victims but also as agents in conflict transformation, during the mid-term review it was noted that most organisations lack specific expertise in the area

of gender equality and resolution UN 1325 is known to only a few. At the same time all partners working in this domain identified gender-based violence as one type of conflict and gender equality a problem.

In terms of areas for improvement, what needs to be a priority in 2012 is for Oxfam Novib and its partners to move from individual projects to developing a coherent strategy for each of the 'conflict transformation focus countries'. If not, partners risk delivering concrete, positive change for their recipients but will the ambition of conflict transformation – to achieve sustainable social change by addressing the root causes of destructive conflict – not be sufficiently addressed. This will require Oxfam Novib and its partners to improve their ability to undertake conflict analysis and engage in joint strategizing.

A number of partners used lobby and advocacy to hold their governments to account for ensuring peace, security and protection of civilians. In 2011, 11 partners did this type of work. The outputs are higher than the target number for 2011, a positive development. Hopefully, from 2013 onwards it will be possible to say more about the impact of this lobby and advocacy work. For example, in Pakistan there is ongoing focus on promoting local civil society peace movements. There has also been a further strengthening of Oxfam Novib's work on promoting minority rights with the understanding that this is one of the ongoing hidden conflicts within the country. This project has secured AUSaid funding and will begin implementation in 2012. To improve understanding in Pakistan on conflict transformation and UN resolution 1325, a research paper was conducted looking at the casual relationship between disasters and conflict with a gender lens.

In addition to supporting the work of partners, Oxfam Novib also engaged in significant lobby and advocacy work through the Oxfam Rights in Crisis Campaign. This campaign, which traditionally had a strong humanitarian focus, began a process of reorientation in 2011 to include focus on the role of women in conflict and peace-building. This reorientation was spearheaded by Oxfam Novib. The new campaign will be launched at the end of 2012. The paragraph below describes the results from the country level. Results from the regional and global levels are stated in section International Lobby and Advocacy 2.3.3.

Within the Rights in Crisis campaign, Oxfam Novib leads in developing and coordinating the lobby and media work for Afghanistan, Somalia and the Occupied Palestinian Territories. Some of the results included the following. In October, Oxfam published the report 'A Place at the Table: Safeguarding Women's Rights in Afghanistan' together with Afghan female activist Orzala Nemat. The report highlighted the challenges facing women ten years after the invasion of Afghanistan and was widely covered in both national and international media. Oxfam also spearheaded advocacy around the drought and subsequent food crisis and, working in coalition with other agencies, published a series of lobby notes, statements and press releases, leading to major donors such as the US, EC and Australia releasing additional funds. For Somalia, Oxfam, together with other NGOs, took the forefront in pleading for diplomatic engagement on access and on the underlying conflict. Following a letter to the UN Secretary General on the issue of dialogue, OCHA announced increased human capacity to engage on humanitarian dialogue. Oxfam also successfully pleaded for greater focus on the minimisation of civilian casualties within AMISOM's mandate renewal end September. As a pioneering agency, Oxfam reached out to Arab/Islamic actors, in order to pursue greater coordination, better aid quality standards, and more engagement on the dialogue track with all parties to the conflict.

In 2010, IMPACT alliance partner Butterfly Works co-created a serious game for computers and mobile phones on community development and conflict prevention with Kenyan youth. In 2011 the game was launched in Uganda. Implementing the game was a way to raise awareness amongst the target group. From the Uganda experience, it was learned that for success, it is necessary to focus on countries with a high number of game downloads and to integrate the game into existing or planned campaigns, besides many small changes to the game dynamics. These lessons are being applied to the next focus country, Pakistan where Butterfly Works will seek cooperation with the Oxfam Novib peace campaign.

Finally, it was very positive to see that a number of activities took place in which Oxfam Novib partners were able to pass on their skills and knowledge to others. In the OPT, a number of Palestinian partners responded to the Arab Spring by helping civil society in Libya, Yemen and Syria develop skills and capacity. Also, in the Netherlands an effort was made to link the experiences of Afghan women's activists to those working in the Arab world through the seminar *From Arab Spring to Afghan Summer*. This seminar, in which live-streaming and social media played an important role, was organised by WO=MEN, Oxfam Novib and Cordaid. What is also positive is that work in the area of conflict transformation is gaining traction with institutional donors. With external funds, partnerships and programmes can be expanded to increase impact. Given the regional dimension to conflict, the search for cooperation between Oxfam Novib country offices in the same region (for example Afghanistan and Pakistan; Great Lakes) is encouraging.

2.1.3.2.2 Better living conditions

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
29	# partners that have implemented projects concerning local resilience, with a special focus on the role of women, in fragile states.	28	28	326.000	73,546
31	# partner organisations in risk areas that have received (financial) support to strengthen their capacity in the area of community-based disaster risk reduction.	37	59	61	38
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.	49	52	63	35
	# alternative (remote) monitoring mechanisms to achieve accountability that have been designed and implemented with support from the IMPACT alliance.	1	1		
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	12	14	2

Performance on outcome and output level

To enable men and women to better protect themselves against the effects of disasters, Oxfam Novib in 2011 supported 28 partners to build up community resilience. Moreover, support was provided to 59 partners to include community-based disaster risk reduction in their work and enable them to provide quality humanitarian response according to international standards. The outputs and outcomes conform to, and in the case of outcome indicator 31 slightly exceed, expectations. However, since a number of results are achieved by partners in countries where Oxfam Novib is no longer working (for example India), this means that the remaining countries cannot delay their activities in the coming years.

Different approaches have been used to support partners to build up community resilience, for example through the implementation of Disaster Risk Reduction (DRR) and Disaster Preparedness activities by several partner organisations in Bangladesh. As an integrated component in their sustainable rural livelihoods programmes, over 8,000 households are now less vulnerable to and better prepared for climate change and for natural disasters such as floods, cyclones and drought. In Somalia, one partner organisation conducted trainings on community disaster preparedness for the local village disaster committees in 10 rural villages; supported local communities to develop community disaster preparedness contingency plans; and maintained disaster preparedness operations at the village level.

In terms of humanitarian capacity building (CBDRR and quality humanitarian work), support was provided to a total of 59 partners in 11 countries, as stated above. Some of the initiatives undertaken in this area include disaster risk analysis, stockpiling, early warning and reduction of risk for livelihood. In Pakistan, contingency planning helped partners ensure a rapid response during the 2011 floods, in collaboration with local governments where possible. Areas where further support is needed include financial management, logistics and human resources. A similar situation can be witnessed in other crisis-prone countries.

As part of the Oxfam Single Management Structure (SMS), Oxfam Novib is at present humanitarian lead in 6 countries (Niger, Somalia, Afghanistan, OPT/I, Burundi and Pakistan). It will become lead in more countries in the coming years. In 2011 the Humanitarian Bureau produced and distributed training materials and the Humanitarian Handbook to help Oxfam Novib be able to assume the responsibility of lead. The Humanitarian Bureau has developed a humanitarian road map, in order to facilitate the process of building up both ON's humanitarian lead (HL) and humanitarian implementing affiliate (IA) capacities. Besides the process of building

up Oxfam roles, ON is also investing in the capacity of its partner organisations to deliver humanitarian programmes. In some countries this process is at a more advanced stage than in others. For example, in Mozambique, Oxfam Novib learned that very few national and local organisations are involved and interested in humanitarian work and few international organisations work on capacity enhancement. This means that Oxfam Novib's strategy for capacity development of local actors for this country needs to be even further intensified than expected.

To uphold the human rights of women, both during humanitarian capacity building and response, maximum efforts are made by partners to ensure that women's needs are addressed, that women actively participate in decision-making, project design and implementation, and that responses reduce women's overall vulnerability to disasters. Another result of gender mainstreaming in humanitarian work is the increased attention to protection issues, for example creating safe spaces for women and children in camp management for IDPs in Kachin (Myanmar). This was desirable as the majority of the IDPs were women-headed households.

In the area of distant monitoring, in Somalia, Oxfam Novib is employing 3 independent external monitoring firms to conduct field visits and collect data in operational areas, working alongside partners to conduct surveys, visit partner field offices and conduct monitoring missions on behalf of Oxfam staff who cannot access the field on a regular basis. In November, Farah Karimi was the first Oxfam Executive Director ever to visit Oxfam's partners and programmes in Mogadishu.

Finally, it is encouraging to see Oxfam Novib and partners actively engage the expert community in order to ensure coordination, sharing of expertise and learning. Around the world, Oxfam Novib (as part of Oxfam) is involved in the UN Cluster system at the country level, for example in Somalia (nutrition, livelihoods, WASH), Afghanistan (nutrition and livelihoods), and Pakistan (livelihoods). In terms of sharing expertise and learning, Oxfam Novib Myanmar partner Metta attended a conference in Geneva on improving the quality of humanitarian aid delivery, although the participant found the conference too academic. During the prestigious World Humanitarian Forum in Boston, Oxfam Novib presented on the issue of masculinity, violence and fragility in the DRC. This study was conducted as part of the Peace, Security and Development Network. In November, Oxfam Novib provided a masterclass on corruption in humanitarian aid at a conference on humanitarian aid in Groningen. This *Stichting Internationale Betrekkingen* (SIB) conference was funded by Oxfam Novib.

Case study: SAACID Community Therapeutic Feeding Centre (CTC)

Many children and mothers in Mogadishu are suffering from severe acute malnutrition and disease but have little access to the basic services required to survive. In September 2009, Oxfam Novib, working with Somalia partner SAACID, and in partnership with other agencies, started a programme to address these critical needs using an innovative approach to treat malnutrition. The overall objective of this intervention is to improve the nutritional status of children under five and women of childbearing age with community- and facility-based nutrition interventions. The current programme is a continuation of a partnership that UNICEF and Oxfam Novib have had since the inception of the programme. SAACID has extensive experience in key sectors and has built up widespread networks and trust within local communities. These relationships are a prerequisite for successful intervention, development and relief work in the current context of Somalia.

The programme's results are achieved through a two-pronged strategy; integrated management of acute malnutrition and promoting adequate infant young child feeding practices through on-site counselling and intensive community mobilisation. As of January 2012, the community therapeutic care centres have treated more than 170,000 children with malnutrition in Mogadishu. Besides this, outreach team leaders and additional community-based outreach workers were trained. Immunisation services were also incorporated in the programme.

With the exception of interruptions in some of the sites due to insecurity, the programme has been running for the past 17 months without major incidents. The programme expanded from eight to fifteen sites as of November 2011. Employment of many Somalis helps to ensure that the programme is accepted within the communities. Besides this, a strong and widespread outreach network was developed and the willingness of caregivers to bring children to the sites shows the trust people have in the programme.

Challenges for the programme include staff being 'poached' by other agencies offering more attractive salaries, some staff members being inadequately trained, and limited time for follow up. Understaffing caused problems as well. Besides these internal challenges, the key external challenge was the ever-increasing needs due to the volatile environment. Certain sites were cramped due to increased admissions.

The success of the programme is attributed mainly to community participation. Community consultation serves as a form of messaging to inform people about what the programme provides, enabling caregivers to be well-informed as to what to expect when they come to the site. SAACID has been able to establish trust with local stakeholders which, for instance, enabled it to have continuous access throughout the year despite civil unrest. A solution needs to be developed in coordination with other agencies to mitigate labour migration from the programme.

At this moment CTC is the largest nutrition programme in Somalia, with a city-wide network of sites. It has strong partnerships with different agencies and strong leadership and backup of Oxfam Novib, Valid and SAACID.

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.

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 4 No. of partner organisations that is better able to express the voices of people from rural areas that live in poverty on national and international level
- 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 averse 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.⁴

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

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	73	46	129	47
4	# local producers organisations that have received support to strengthen their lobbying and networking capacity.	51	23		
42	# lobby initiatives in which the right to free association / space for civil society is being defended	7	7	151	172
	# organisations involved in citizen dialogues in favour of space for civil society	33	37		
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	16	13		
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	8	24		

Performance on outcome and output level

The performance of the IMPACT alliance on the outputs related to this outcome can be positively evaluated. Even though not all output targets have been fully reached yet, others have positively overreached. On outcome indicator 4, a lot of social capital has been built and numerous farmers' organisations have been strengthened with training on a variety of topics: diversification of the production system, packaging and processing, pricing procurement and lobby and advocacy techniques. For outcome 42, there has been an increase exceeding the target in the number 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). This is most probably due to and a reaction on a decrease of space for civil society amongst others by restrictive NGO regulation and legislation.

Differences between planned and realised outputs can be attributed to the fact that civil society space decreased in many IMPACT alliance countries. In some other countries, however, especially those which experienced the Arab Spring, opportunities arose for civil society to more openly fight for its space and the right of association. After an initial promise of more civil society space in Egypt, there is currently a risk of going back to the previous situation. The revolution in Egypt has shown the relevance of Oxfam Novib's partners, who have used their access to influence national and international decision makers.

Positive trends have been seen in, for instance, Laos, Myanmar and Vietnam, where civil society has gradually been given more space. In Vietnam, evaluations of Oxfam Novib partners show that civil society has growing influence and is getting increased media coverage. This has strengthened the assumption that there is scope for civil society to hold the government to account, and reinforces the Oxfam Novib programme in that direction.

Oxfam Novib and its partners have implemented several initiatives to defend the right to space for civil society. For example, in Egypt, Oxfam Novib partner NWF organised a campaign with 83 other NGOs to defend freedom of association. In Burundi, attention was paid to standing up for human rights defenders and protesting against the expulsion of a Human Rights Watch researcher. In Zimbabwe, activities have focused on public meetings in 9 different European countries, highlighting the civil society space situation in the country. In Angola, partner organisations have joined their lobby efforts regarding the right to demonstrate after youth manifestations. Also,

⁴ Outcome 33 was part of this section in the activity plan 2011 and removed and included under the 2.1.3 live and security MDG and 2.2.3 international lobby and Advocacy at the time of establishing the monitoring protocol.

partner organisations in Angola have been actively campaigning against the restrictive cyberlaw and the unjust jailing of a journalist. In Cambodia, joint lobbying with the NGO Forum has taken place around the draft NGO law to defend space for civil society.

Combating restrictions to civil society space remains high on the agenda of IMPACT alliance global partner CIVICUS. Through its Civil Society Watch project (bi-weekly reports), the Every Human Has Rights campaign and the Crisis Response Fund (supported by the Lifeline Fund), the organisation monitors space for civil society and advocates for action at the national, regional and global levels. Its “Civil Society Watch Online” is a central hub for monitoring and tracking threats to civil society and for developing joint actions. CIVICUS built a coalition with civil society groups to campaign for the establishment of a Special Rapporteur on Freedom of Association and Assembly, which happened on 30 September 2010, and presented candidates for the position, resulting in the eventual selection of Maina Kai.

Several partner organisations have been involved in a number of civil dialogues on civil society space through campaigns, building coalitions, organising seminars or workshops and seeking media attention. In Laos, for example, partner organisations had to be more careful and used a soft advocacy approach with the aim of increasing their legitimacy and opening up space. In other countries civil dialogue and lobbying around the right to free association and freedom of expression could take place more explicitly. As mentioned, evaluations of partners in Vietnam show that civil society has a growing space; also in Senegal, a strong social movement has emerged around building democracy from below.

Oxfam Novib has also actively supported the national implementation of several international human right treaties, including the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Partner organisation IWRAP promotes domestic implementation by building the capacity of women and human rights advocates to claim and realise women’s rights in Laos, Cambodia and Timor Leste. Its members provide CEDAW shadow reports. In Nigeria, new attempts have been made with the CEDAW coalition to domesticate both CEDAW and the AU Protocol on women’s rights in the new Bill on Gender and Equal Opportunity.

Another example of IMPACT alliance-supported work which focuses on national-level implementation of African Union protocols is the State of the Union programme. The State of the Union programme seeks to support African civil society organisations and coalitions to engage in continental, regional and national policy development and demand a public accountability system for monitoring states’ compliance with AU decisions. It focuses on fourteen important AU decisions – ten legal instruments and four policy standards – which, if implemented, have tremendous promise for the lives of millions in the African continent. The programme was implemented in 2010 and 2011 with MFS-II funding in 9 countries, and will be upscaled to include more Africa Union member states with SIDA and DFID funding from 2012 onwards.

Lessons learned include that facilitating beneficiary access to information equips them for informed advocacy and strengthens their voice. It has proved to be very important to speak with a collective voice (as Oxfam, as INGOs, and as civil society) and to have a balanced way of approaching governments, for instance in Laos with respect to the draft NGO legislation (see case study below). In Sudan it has proved difficult to work on good governance, as civil society space is very limited. In addition, illiteracy is high and civic education can be seen a part of the political power game: Oxfam Novib needs to be very creative and careful in its work in those countries. A lesson learned in Angola, which applies to many other countries too, is that it is often easier to work with local authorities than at the national level.

Case study: Civil Society Space in Egypt

The Egyptian uprising was hailed internationally as an admirable act by the Egyptian people to demand social justice and freedoms that they have been denied for decades. Many expected that legal and procedural reforms to enhance and protect the Egyptian people’s newly-won freedoms and rights would be put in place. Yet despite some positive developments, e.g. regarding the law regarding political parties, there have been no parallel moves to lift undue restrictions on the operations of Egyptian civil society organisations.

Rather, Egyptian authorities increased restrictions and political intimidation toward civil society organisations. These intimidations included interrogating NGO and INGO staff as well as imposing financial restrictions, hampering organisations’ ability to continue vital programmes. An example of this negative trend is the recent draft of the Associations Law put forth by the government, which falls short of Egypt’s obligations under international law. The law threatens to jeopardise the ability of a large number of local NGOs to carry out essential activities. In addition, there is an escalation of accusations and slander targeting human rights defenders. On December 28th, pressure on civil society reached a peak with a raid on the offices of Egyptian and international NGOs and human rights organisations.

Another example is the case of the New Women Foundation (NWF). The organisation was awarded the Nelson Mandela-Graca Machel prize by CIVICUS (The World Alliance for Citizens) for its campaigning on freedom of association. However, the Ministry of Social Solidarity and Justice refused NWF authorisation to receive the CIVICUS award.

Oxfam is deeply concerned about the recent raids on foreign and national human rights organisations in Egypt. The work of human rights organisations is important to ensure that an Egypt will arise that respects human rights and democratic values and protects the interests of the poor and marginalised. Oxfam calls for the introduction of a NGO law that meets international standards, allows for transparent and smooth registration of NGOs and removes excessive government restrictions on their operations.

Case study: Increased space for civil society in Laos

In Laos, the space for civil society has tangibly increased over recent years, partially due to the activities of Oxfam Novib-funded partners. In April 2009, the Laos government approved the Decree for Non Profit Associations (NPA) which allowed for the existence of civil society organisations. This was a direct result of Oxfam Novib's partner Concern Worldwide's civil society building programme. Despite this positive development, many challenges remain, which is why Oxfam Novib continued to support civil society building programmes, now with partner CORD International. CORD in turn works with seven local civil society organisations.

For civil society to flourish in the current context, it is necessary for NPAs to develop capacity to work with government, as well as for government to build its own capacity to work with and be accountable to civil society. Despite recent progress, within the Laos government there is limited understanding of the role of civil society and the boundaries between civil society, the state and the market remain unclear. The policy environment does not give space for NPAs to take part in policymaking or consultation. In addition, legal instruments governing the management of civil society remain unclear, and government agencies often use different criteria for different associations.

Oxfam Novib partners chose for a soft advocacy approach. Repression of civil society and protection of civil space are not actively put on the agenda. Partners prefer to work cooperatively with the government to increase mutual understanding. CORD supports the governing body responsible for implementing the newly-approved NGO law and for processing and approving the registration of newly-formed NPAs. Additionally, CORD develops the capacity of emerging NPAs in areas such as operational and programmatic support and advises NPAs in understanding and responding to the government's requirements for registration.

2.1.4.1.2 Political, administrative and societal checks and balances

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
37	# projects that use a mixture of new media and traditional media (radio and television) for communication about development themes.	28	19	772.000	799.364
	# new media platforms that have been set up or improved by partner organisations or as the result of adhoc online initiatives.	6	6		
	# projects of small-scale organisations (community, NGOs and small and medium-sized enterprises) that are being facilitated via online platforms.	100	111		
	# developed training sessions about understanding and the use of new media, based on the methodology and toolkits developed in cooperation with the Impact alliance.	10	3		
39	# partner organisations that took part in development programmes on new media, the ethics of journalism, and citizen journalism.	10	7	45	34
	# professional training courses on new media and citizen journalism that have been organised and implemented.	6	9		
	# media organisations that have implemented programmes aimed at improving their commercial and ideological independence as media.	4	2		
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	10	30	60	68
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	29	36		
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	5	4		
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	0	20		
	# trajectories that monitor the budgets of international institutions and businesses.	3	8		
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	2	5		
	# trajectories that monitor income from mining and the oil industry.	3	3		
44	# local and global partner organisations that, in association with knowledge institutions, are involved in knowledge exchanges about access to information.	10	11	65	46
	# 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.	20	14		

Performance on outcome and output level

The IMPACT alliance has been ambitious with targets for access to ICT and new media. Some initiatives are still in an early phase and expected to generate results at a later stage. Other organisations are still assessing the role of new media in their programmes and organisation. In 2011 the alliance has focused a lot on the Arab Spring and on developing its KIM approach, so KIM indicators currently still lag behind. The alliance has made a start with developing the learning agenda, and learning questions are currently being operationalised into more focused questions within the IMPACT alliance and with partners.

On outcome level the programme is well on its way.

The IMPACT alliance supported local initiatives to improve access to information and reached millions of people through partners that inform people about their rights, using tools including social media. The goal is for over 750,000 people (women in particular) to be able to use ICT and new media and to take part in decision making. In Egypt alone around 10,000 people (50% female) were reached via the Hoqook.com digital portal, which provides impartial information from a human rights-based perspective. In addition, Oxfam Novib powered the "Meanwhile in Egypt" website which provides space for Oxfam Novib partners, and also other organisations, for online campaigning and offers access to services such as Twitter, blogs and photos. In Myanmar – where international news is not easily accessible in the local language – 30,000 beneficiaries have accessed information through 4 online initiatives. In Niger, the population of 4 regions are weekly informed on budgetary issues through radio broadcasts, which were accompanied by training activities on budget tracking and the role of municipal countries.

In the Asian region, the Asian-Pacific Resource & Research Centre for Women (ARROW) facilitated 10 national policy briefs through a regional capacity strengthening workshop, which are used for national level advocacy. The International Women's Rights Action Watch Asia Pacific (IWRAP) organised organisational capacity building projects on lobby and advocacy strategies for 84 women's rights organisations. It also supported the Asia Pacific Consultation with the Special Rapporteur on Violence against Women.

The 1%Club has realised 107 small-scale projects that have been facilitated and crowd-funded via online platforms. They have also performed a mapping of Oxfam partners in Burundi and Rwanda to assess the market for online ideas and partners' capacities on using social media.

Butterfly Works has set up a digital design school for youth from disadvantaged backgrounds in Uganda, called Kampabits. Its first students graduated in 2011. In addition, possibilities in the north of Uganda have been explored: a quick market scan, commitment of Oxfam Novib partners and an EU proposal is being developed. Several Oxfam Novib partners are committed to run a Bits programme (digital design programme) for their target audience.

Many partner organisations are still assessing how they can use new media for their goals and organisation. In several countries, including Sudan, the use of ICT is still very limited. But overall for Africa it can be stated that new and mainstream media is expanding, which offers new opportunities for citizens to engage in political processes. One partner organisation developed training on social media at the World Social Forum in 2011, and training to promote citizen journalism such as blogging or mobile reporting has been supported in a number of countries. This includes support to the pan-African partner FAHAMU, which amongst others provides training for journalists and on social media. Also, support has been given to civil society organisations that pressure governments, businesses and international institutions to make relevant information accessible. In 2011, Oxfam Novib partner Bank Information Centre (BIC) developed a toolkit for civil society to apply the World Bank's access to information policy (released in December 2009) as a means to achieve better engagement, an enhanced voice in its policies and, ideally, improved development outcomes.

In several countries (e.g. Burundi, Cambodia, Uganda) the IMPACT alliance supported partner organisations to provide alternative information on the conduct of elections, including via the use of social media or mobile phones. In Myanmar, exile media played a crucial role in providing independent information on the elections.

Tax Justice Network Africa is being supported to plead for more transparency and socially-just taxation systems in Africa. In addition, the IMPACT alliance collaborates with several partners that work on transparency in the extractives industry (e.g. AFRODAD, Third World Network – Africa, Publish What You Pay) on corruption, transparency and good governance (e.g. AJPD in Angola).

In Asia, regional partners IWRAP and ARROW have established strategic alliances to advance their agenda on sexual and reproductive rights in relation to policies and programmes of national governments and regional bodies. ARROW uses various strategies to inform their members and others on progress on the MDGs. In China, as a result of lobbying, migrant women were included in a Breast Cancer and Cervical Cancer project.

A number of learning initiatives have taken place at country level to exchange information and exposure to new ideas. The 1%Club partner organisation Nailab visited Burundi and Rwanda to map the usage and potential of ICT and social media; a follow-up visit to partners in those countries is planned for 2012. Also, the World Social Forum 2011 in Dakar, in which the IMPACT alliance supported more than 100 people from partner organisations to participate, functioned as a platform to share ideas and stimulate cross-regional exchanges. Many workshops have resulted in the signing of petitions, and participants from partner organisations have found the linking up with like-minded organisations or movements an important opportunity for learning and building a critical mass of allies towards social justice.

Social Watch produces yearly reports devoted to analyse progress and setbacks in the struggle against poverty and for gender equality. In 2010, 64 Social Watch national coalitions contributed to the Social Watch Report 2010 'Rethinking Finance and Development: MDGs and Beyond'. The Social Watch Report 2012, 'The Right to a Future', included country analyses from 65 coalitions. The Social Watch reports, while adding an international dimension to local efforts and campaigns, are the first sustained monitoring initiatives on social development and gender equity at a national level, and the first to combine both in one international overview.

Other gender mainstreaming initiatives of Oxfam Novib with its human rights partners have led to positive changes, for instance democracy and human rights partner Deme So in Mali has undergone a change with respect to gender which led to an adaptation of their statutes. In Afghanistan, a start has been made in increasing partner's MEL capacity with a gender analysis component.

Oxfam Novib partners and two IMPACT alliance partners (1%Club and Butterfly Works) shared, via Skype, their experiences using social and new media. Topics were mobile media and elections (Burundi and Cambodia), human rights and social media (Egypt), entrepreneurship with new and social media (Kenya), linking online and offline activities (Guinea-Bissau), sexual health education with social media (Nigeria) and online safety and security (international).

Oxfam Novib put a particular focus on elections and new and mobile media in 2011 to capture learning and improve future activities. Partner organisations in two countries (Burundi 2010, Uganda 2011) successfully improved their election-related activities by using mobile media to collect and transfer information. First lessons learnt are that implications for the security of staff and data requires thorough attention in the planning stage. Linking offline and online activities remains another point of attention as in most countries, only a few are connected to the internet. In 2011, partners in four more countries (Senegal, Mali, Cambodia and Egypt) were preparing to integrate mobile and social media in their work for elections in 2012.

The IMPACT alliance expanded its network further in the area of new and mobile media over the course of 2011. An immediate result of this was a joint funding proposal with EngineRoom, Witness and 1%Club entitled 'Digital Human Rights Movement for voices and protection for the MENA and Great Lakes region'. The idea is to create a platform which effectively matches context-sensitive demand and supply of new and mobile media tools. This should allow human rights organisation to considerably improve their work, for example by locating human rights defenders via mobile phones.

Case study: Online Toolkit Social Change Campaign: Butterfly Works

In 2011, Butterfly Works uploaded an online toolkit to inspire and support civil society organisations in running campaigns for peace and social change (<http://toolkit.butterflyworks.org>). The toolkit captures and shares the organisation's experiences with the successful and innovative 'Building Bridges' campaign from 2010, which encouraged, mapped and connected peace initiatives in Kenya and led to requests from around the world for information on how to use the same software and approach for social change campaigns.

The online toolkit includes a practical "how to" guide in which the main four phases of setting up a social change campaign are described: Setting your focus, designing your campaign, running the campaign and evaluating it afterwards. Additionally, the online toolkit offers a detailed case study of the Building Bridges campaign, including downloads of campaign material and the online application.

Butterfly Works used the toolkit's elements to support local NGOs in Cambodia (including Oxfam Novib partner organisations) developing a cross-media campaign on free and fair elections.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	46	50	718.000	264.222
	# 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.	13	19		
	# lobbying trajectories aimed at (re)forming a system of guaranteed legal aid for disadvantaged groups.	3	8		
56	# organisations that inform and train young people and women, in particular in relation to understanding and claiming human rights.	36	40	862.000	565.188
	# 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.	8	23		

Performance on outcome and output level

Progress is well underway, and both outcomes and outputs are on track. Oxfam Novib continued working with partner organisations that provide legal aid (mostly to women), monitor the human rights situation and protect labour rights. The programme also supports human rights organisations on the protection of journalists and the promotion of press freedom, as well as organisations that work on e.g. penitentiary conditions and cases, violations of land and property rights, domestic violence etc.

In Pakistan, for instance, 2 partner organisations inform and train youth and women on human rights awareness. They alone reached 14,845 people, which is nearly a 50% increase on the 10,550 that was planned. In Cambodia, partner organisation ADHOC reached over 20,000 direct beneficiaries (see case study below). In Mali, 30,000 people benefited from assistance of 160 trained paralegals; 3,420 victims of human rights violations have been assisted and their awareness raised; and 569 persons have benefited from legal aid. In Bangladesh, through the work of partner organisations BELA and BLAST 3,977 men and 15,929 women benefited from improved access to legal systems.

In Egypt, statistics are incomplete as one of the human rights partner organisation's data was destroyed during the revolution. In OPTI Oxfam Novib supports the legal centre for Arab minority rights, which managed to release 7 activists. In addition, the organisation managed to prevent displacement of 1,000 Arab-Bedouins from their village. In Somalia, Oxfam Novib supports a partner organisation that provides legal aid to groups and individuals.

The challenges for partner organisations working on human rights are many. In South Sudan, for example, the government wants to take customary law into account, which complicates standards and disadvantages women. In Ethiopia, a human rights partner organisation had to stop working as their accounts were frozen due to new legislation. In Zimbabwe, a partner organisation has more than 600 ongoing litigation cases against perpetrators of human rights abuses, often the police or military. They have an 80% success rate, but compliance is as low as 1%.

In the second half of 2011, the Delivery of Justice Special Project registered considerable advances. This special project aims at improving the actual delivery of justice to marginalised groups in Cambodia, Egypt, Mali and Rwanda by improving informal and semi-formal justice systems, which are the most commonly used paths to justice by the poor. In October 2011, Oxfam Novib and TISCO (Tilburg Institute for Interdisciplinary Studies of Civil Law, and Conflict Resolution Systems) invited Oxfam Novib partners to a co-creation workshop to agree on

the overarching lines of the project and the immediate future steps. Capturing and sharing existing knowledge, improving linkages between the informal and the formal justice systems and making non-profit organisations more efficient and effective will be the three main pillars. The consortium of partners will collaborate with the recently-established The Hague Institute for Global Justice, and probably the Open Society Justice Initiative. Communication materials, including a short video clip, are being produced for fundraising.

Case study: The rule of law in Cambodia

According to data from the World Bank, prior to the global recession Cambodia's economic growth was averaging an impressive 10%. One the downside, however, increasing prices for agricultural commodities means that demand for farm land is high, spawning new land conflicts. Laws protecting land users are frequently ignored when economic land concessions (ELC) are granted. The trade in human beings and sexual services appears to continue unabated, turning women and children into commodities. Corruption and close ties between political and economic interests make it particularly difficult and dangerous for human rights defenders to stand up for people whose livelihoods and safety is threatened by the rich and powerful. At the same time, the democratic space in Cambodia is shrinking, with an intensifying trend towards authoritarian and intolerant government.

The Cambodian Human Rights and Development Association (ADHOC) is a long standing partner of Oxfam Novib and a key force for rights-based human development in Cambodia. With its nation-wide presence, its focus on human rights issues that affect most Cambodians and the unmatched number of cases it processes every year, it contributes to protecting human rights in general, and especially of women and children and in cases of disputes over land and natural resources. ADHOC staff members skilfully use a rich palette of techniques and tactics, choosing those that are most likely to help their clients in specific situations. This may consist in simply giving a piece of legal advice or mediating in a minor dispute. More complex cases may last several years and involve partnering with and attempting to influence a whole range of stakeholders.

The 2011 strategic review of ADHOC concluded that despite the increasingly hostile context, its results remain impressive. International institutions and corporations arguably influence Cambodia's government to a much greater extent than any human rights organisation could do. Yet, the review found a strong consensus that ADHOC's work and its outcomes are essential contributions to (i) strengthening the capacity of people living in poverty to claim their rights, and (ii) holding back the growing trend towards authoritarian one-party rule.

2.1.4.1.4 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
40	# organisations that have completed a course in budget monitoring and accountability because of the efforts of the IMPACT alliance.	39	26	91	83
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.	23	60	98	66
	# 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.	4	4		
	# 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.	3	2		
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).	5	2	26	7
	# local and global partners participate in knowledge exchange initiatives for exchanging knowledge and experiences with regard to risk management.	10	15		
	# local civil society organisations participate in training courses in order to analyse power.	2	1		

Performance on outcome and output level

In general the outputs and outcomes for this result area are satisfactory, except for the outputs on the amount of budget monitoring trainings followed and methods developed on improving transparency. 2012 will be used to work towards the outcomes. The alliance will link partner organisations as much as possible with CIVICUS initiatives on civil society watch, as well on the legitimacy and accountability trajectory (described in the lobby and advocacy chapter).

The IIMPACT alliance supports partner organisations working on budget monitoring, in order to increase accountability and transparency in the public sector. As a result of its efforts in Mozambique, for instance, spending on mega-projects has been disclosed. In several countries NGOs participated in anti-corruption activities, e.g. designing an anti-corruption law and a law on monitoring of public expenditure, or organising a conference in Burundi on the fight against corruption, economic mismanagement and access to financial information. In Myanmar, research on corruption, land confiscation, mining and other illegal activities which negatively impact on the local communities has been supported in 4 districts of Karen State.

In Uganda, the CEW-IT programme aims to promote good governance and democratic accountability via a "citizens' manifesto" in which citizens express their will on how they should be governed. This innovative programme has managed to attract EC funding for the coming years. In the past year 10,000 citizens have been trained in the use of the Citizens' Manifesto tool for governance accountability.

In Laos, Oxfam Novib partners have been involved in knowledge exchange initiatives with regard to risk management. Results have included changes in the board, development of vision and mission and strategic plans of organisations. In Burundi, Oxfam Novib organised a power analysis workshop for partner organisations.

The work on a global level aimed at achieving greater transparency of regional and global institutions such as the African Union, ECOWAS, European Union, ASEAN and the UN, and also of businesses and governmental institutions in emerging economies. Where necessary these actors were called to account when involved in corruption, human rights violations and power abuse. To this end there is cooperation with international organisations and networks and with the virtual civil society of cyber activists, which in particular contributes to access to information and helps to claim space for civil society (e.g. Bank Information Centre, IFEX, AMARC and CIVICUS).

CIVICUS developed a Legitimacy, Transparency and Accountability (LTA) programme to improve public trust and the credibility of civil society organisations and their activities through the enhancement of their accountability systems and structures. The programme includes development of resources and webinars for the implementation of LTA principles at the local, national and international level.

Case study: Angola AJPD

Angola's economy still heavily depends on oil revenue, which has induced a rent-seeking mentality not favouring transparency and accountability. Corruption is a serious problem, while accountability remains low despite the recent introduction of a multi-party system. The recently-approved constitution even increased the centralisation of power around the president.

To address the issue of transparency, Oxfam Novib's programme focuses on advocacy. Partner organisations are asking for better insight into government's revenues from the oil and diamond sector, tax income and loans. They also lobby for insight into priorities and spending within national and local budgets. Oxfam Novib supports national and international organisations on this issue, linking international research, publicity and campaigns to Angolan initiatives of partners and stakeholders.

The Justice, Peace and Democracy Association (Associação Justiça, Paz e Democracia – AJPD) is an Angolan human rights organisation which recently started a specific programme on corruption, transparency and good governance. The programme started in a cautious and analytical way, involving activities such as: an analysis of national legislation and existing legal instruments against corruption, dissemination of general information on corruption and transparency, and radio debates and interviews with key persons from different sectors and backgrounds. Recently the programme became more public through a national conference held in the capital Luanda and the simultaneous the launch of a book on "legislation against corruption". Presentations were made by speakers from universities and civil society organisations, lawyers and economists, and some government officials attended this conference. In December 2011, AJPD finished a publication showing the different ways in which corruption takes place in Angola, illustrated with specific cases.

AJPD is one of Oxfam Novib's partners with the courage to make public statements on issues where others remain silent. They use their status as official observers for the Human Rights Commission of the African Union to report on human rights issues in Angola. At the same time, the academic and technical tone of their analyses convey a credibility that can facilitate engagement with the political elite.

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 organizing 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 organisation 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.

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 has 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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	25	45	39	30
	# 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.	16	10		
	# lobbying trajectories for land, water and biodiversity issues.	9	16		
	# training seminars about socially responsible entrepreneurship that have taken place.	2	107		

Performance on outcome and output level

Work on this result area has a strong gender component, but is not exclusively restricted to work with women. It includes supporting partners who lobby on land on both national and international levels. The process of achieving policy changes is extremely slow and time consuming, and even 5 years can be highly optimistic to receive results.

Many partners in many countries are involved in trying to ensure regulation on land grab; inheritance rights and land issues are well taken care of in the legislative framework of their countries (Rwanda, Angola, Uganda, Cambodia, Laos, Mozambique). A number of partners are active in preventing forced evictions in both rural and urban areas (Angola, Cambodia), making regular public statements on violations and using radio and press releases – which has proven effective but also sometimes putting people at risk at the same time (Angola, Indonesia, Uganda). Alliance building to gather evidence and to be effective for lobby and advocacy is reported as a result in itself in many countries (Burundi, Ruanda, PAF, and Indonesia). Several studies have been carried out for evidence building in Angola. In Mozambique, a case study has been made on forestry, lobbying carried out on environmental risks around MOZAL Aluminium Company, community based natural resource management has been piloted in forestry concessions, and extractive industries are monitored.

Oxfam Novib made possible the *African Women's Land Right Conference*, which brought together women's and land rights activists and organisations including farmer associations, pastoralist groups, women survivor groups, lawyers, parliamentarians and academics who are committed to strengthening women's rights in Africa. At the conference, the GROW campaign was launched for Africa.

There was a first-time participation of smallholders in the 8th conference of the Roundtable on Sustainable Palm Oil, and the acceptance of a seat for smallholders on the RSPO board. In terms of advocacy with the Indonesian government, a major achievement was the decision of the Supreme Court to cancel certain paragraphs in the Indonesian Plantation Act around criminalisation of resistance and community opposition.

In Laos one partner reported that it organised 104 trainings about socially responsible entrepreneurship.

Case study: Uganda

In Uganda, Oxfam's advocacy work together with our partner ULA, on allegations against the New Forest Company (NFC) led the IFC (the private sector arm of the World Bank), the European Investment Bank and the FSC to look into this case. Towards the end of 2011, communities in Uganda, filed a complaint, which was co-signed by Oxfam and the Uganda Land Alliance at the Compliance Advisor/Ombudsman (or CAO) of the IFC. NFC agreed to participate in this independent process.

In its response to the Land and Power paper, the Dutch government explicitly shared concern regarding the issue and stressed its own efforts to prevent land grab. The government also outlined their support of the voluntary guidelines of the Commission on Food Security, including Free Prior and Informed Consent and paying specific attention to the position of women.

Oxfam Novib has also taken a leadership role in ensuring Oxfam's support to the production of the "land matrix" by the land matrix partnership, the largest database on land acquisition in the world. The International Land Coalition (ILC), of which Oxfam is part, has produced a research paper on land acquisition and land grabbing based on data from the matrix.

2.1.5.1.2 Participation of women in politics and government

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
47	# partner organisations that have implemented programmes about female leadership in their communities.	37	32	127.000	90.466
	# partner organisations that have used interactive toolkit to promote female leadership at community level.	2	1		
	# 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.	9	15		
49	# partner organisations that have completed the GMLT programme.	69	47	250	73
	# partner organisations that have completed the WEMAN programme.	15	9		
	# analyses of gender capacity completed and discussed with partner organisations.	22	5		
52	# organisations that have completed evaluation studies of the implementation of their programmes about women's right to bodily integrity.	2	1	25	10
	# 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).	6	8		
	# partners that are affiliated to learning networks of institutions (which has boosted members' learning capacity in terms of women's right to bodily integrity).	5	4		
53	# partner organisations that have completed evaluation studies the implementation of their programmes for promoting female leadership.	3	4	53	14
	# 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.	8	9		
	# 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).	1	1		
	# exchanges between partner organisations and research and/or knowledge institutions relevant to the conceptualisation of female transformative leadership.	2	3		
	# The "Measuring Milestones" project has been carried out in collaboration with PSO, gender at Work and other partner organisations.	1	0		

Performance on outcome and output level

Transformative leadership of women is at the core of the IMPACT alliance's work on gender justice. Without women taking leadership in the spheres that influence their lives – from the personal and social to the political – no gender justice will be done. In 2011 there have been openings to take up leadership at the political level in some countries (e.g. in the Arab world and some African countries). New political openings have at the same time given more room to traditional voices who want to prevent women from taking up leadership.

Oxfam Novib has been very successful in identifying new partnerships to respond to the opportunities to mobilise women around specific political opportunities to increase their representation and leadership. With an outreach to over 90,000 women in 2011 the IMPACT alliance seems well on track to reach its outcome of 127,000 in 2015. At the output level most targets have been reached too. In Laos, Camkid has trained 535 women and 716 male leaders in communities. In Nigeria, new partner Kebetkatche mobilised women around the elections; women's electoral participation has never been greater and media attention for female candidates increased substantially. Unfortunately, however, still only 7% of all parliamentarians are female; partners have set themselves the target to raise this to 15% in 2015.

Quite a few countries (e.g. in the Arab world, see case study below) indicate that, although increased efforts have gone into supporting women to take up more of a leadership role at local and/or national level, the effects of these actions will not be visible until the coming year. It is important for the IMPACT alliance to review and learn from the increased efforts to stimulate female leadership. In reference to outcome indicators on promoting learning and innovation in programming on female leadership (Outcome indicators 52 and 53) the alliance is well on track to reach the outcome target for 2015. Also on an output level almost all targets have been achieved. Next to directly focusing on learning between programmes of partners, Oxfam Novib has initiated a learning trajectory to look at how a transformative leadership culture is promoted within partner organisations. The assumption is that with a more transformative leadership culture and practice, organisations will be more effective and able to promote transformative female leadership in their programmes, whether on livelihoods, governance or conflict transformation.

This same assumption also lies at the core of the focus on mainstreaming gender in partner organisations and assessing their performance based on the so-called Gender Traffic Light (GTL). In 2011, 73 partners have developed sufficient capacity to implement gender-sensitive programmes. A total of 484 partners score green on the GTL (74% of ON's partner portfolio) and 162 (25%) score orange. In several countries Oxfam Novib's investment in supporting partners in mainstreaming gender in their organisations and programmes, e.g. through the Gender Mainstreaming and Leadership Trajectory (GMLT), has directly contributed to partners upgrading their score on the GTL. In Ethiopia, for example, all 5 partners that participated in the trajectory moved from orange to green. In Nigeria this was the case for 5 partners also.

The "Measuring Milestones" project has been continued in collaboration with PSO, Gender at Work and other partner organisations and will be finalised in 2012 as planned.

Oxfam Novib evaluated the GMLT programme in 2011, concluding that when implemented consistently it has had a significant impact on partners. Oxfam staff and partner representatives indicate, in an anonymous survey and at a workshop documenting "most significant change" stories that their work environment improved, for example through developing maternity and paternity leave policies, complaint procedures, and data systems to collect gender-disaggregated data. An important lesson from the evaluation is that dedicated and long term leadership and resources are needed to secure initial wins.

Next to the GMLT process, Oxfam Novib has initiated the WEMAN project, which intends to mainstream gender in livelihoods programmes, in 6 countries (Uganda, Rwanda, Nigeria, Angola, Zimbabwe and Pakistan). Through an investment in staff to coordinate and promote learning (see WEMAN case study in Programme 1 above), the project managed in 2011 to document two case studies which were shared with Oxfam staff. The programme profiled itself at international conferences of FAO, IFAD and the microcredit summit and managed to secure additional funding for the coming years. In some countries the GALS methodology, a central tool for assessing ways to promote female leadership at community level in the WEMAN programme, is also used by organisations working on issues other than livelihoods. In 2012 Oxfam Novib will bring together these different experiences on gender mainstreaming and set out the course for the coming years. The other partners of the IMPACT alliance will be actively involved to learn from Oxfam Novib's experiences and share their own in promoting gender mainstreaming and transformational female leadership.

Case study: Women's rights in Egypt

The 25th of January 2011 "uprising" created opportunities and challenges for women's rights in Egypt. While many groups, including women, overcame their fear to speak out against violations of their basic rights, the changed power relations threaten to ignore women's rights or even reverse gains made. In a collective and coordinated effort Oxfam Novib partners have formulated priority demands on women's rights and are bringing

these demands to the forefront. They face resistance from many who would rather focus on other issues at this critical time in Egypt's history.

In order to raise women's voices, to demand equal and fair representation and to fight to protect rights of women, Oxfam Novib partners ACT, CEWLA and NWF helped to establish the Egyptian Coalition of Women Organisations immediately after the revolution. Oxfam Novib has been supporting the participating organisations financially and provides space for them to meet key stakeholders in Europe (e.g. NWF visited the G8 in Deauville). In the interactive social media campaigning website www.meanwhileinegypt.org, which is also supported by Oxfam Novib, women's rights feature prominently.

In June 2011, 500 non-governmental organisations, including the Egyptian Coalition of Women Organisations, released a charter endorsed by half a million Egyptian men and women which listed the social and political demands of Egyptian women towards building a democratic Egypt. They call for women's political and social representation, access to justice, strong national women's machinery, redress of discriminatory legislation and commitment to international human rights conventions.

In December 2011, an Egyptian administrative court issued an order to ban virginity tests for female detainees, months after several women allegedly were subjected to such examinations following a protest in Cairo's Tahrir Square in March. The ruling comes in the case of Samira Ibrahim, a 25-year-old marketing manager whose case was handled by an attorney with the Hisham Mubarak Law Centre, a partner of Oxfam Novib. The order is considered an important ruling that redresses injustice.

NWF established an advisory committee on women's rights to advise and lobby the transitional government. It faces resistance even from supporters of women's rights, based on the claim that there are other more pressing issues at this critical time. Postponing these demands is a mistake, however, according to the organisation – historically, women heavily contributed to revolutionary movements, often at the expense of women's rights.

2.1.5.1.3 Measures to end violence against women

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
46	# partner organisations that have completed awareness-raising programmes about women's rights to bodily integrity and gender justice.	30	81	1.136.000	1.151.394
	# 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.	9	4		
	# pilot projects focusing on violence against women and sexual and reproductive rights.	4	0		
	# campaigns against violence against women that have been undertaken.	12	15		
	# campaigns against female genital mutilation undertaken in Somalia.	2	3		
48	# women's organisations that have implemented organisational capacity-building projects about for lobbying and advocacy strategies for women's human rights.	28	32	104	60
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	14	22		
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	20	22		

	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	8	7		
50	# partner organisations that have undertaken lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women's human rights.	21	31	288	26
	# partner organisations that have undertaken lobbying activities targeting national governments, focusing on the national implementation of international women's rights frameworks.	14	16		
	# regional networks and coalitions that have developed joint lobbying and advocacy activities for the implementation of international women's rights frameworks.	9	11		
	# 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.	24	22		
	# 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	3		
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.	4	2	17	13
	# global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	4	6		

Performance on outcome and output level

Oxfam Novib has chosen to focus its programming in the Programme The Right to an Identity / Gender Justice on increasing women's bodily integrity. For Oxfam Novib this consists of both decreasing the incidence of Violence Against Women (VAW) and promoting women's Sexual and Reproductive Rights (SRR). In 2011 it has been very successful in reaching over 1.1 million women and men to make them more aware of their rights and call on them to change their behaviour. So far it has not been able to measure systematically whether the raising of awareness has also lead to changes in their behaviour in all projects, though the We Can End Violence Against Women (We Can) Campaign, has developed mechanisms to measure this. In their evaluation of the work in South Asia (see case study below) they indicate that from the millions of people the campaign has reached since 2004, 3.9 million pledged to be change makers (implying changes in behaviour) and it can be assumed that the campaign supported a change in attitude among 7 million men and women. Programmes in Lao, Egypt, Morocco, DRC, Mozambique and Angola all indicate that partners have been able to reach many more people than they had planned in 2011.

Oxfam Novib aims to bring together all of its innovative MEL projects to measure impact in 2012: the KIIP project, the "most significant change" tool and other tools developed in the context of the programme on the right to basic social services. This will make it more likely that the alliance will provide a stronger, evidence-based figure on indicator 46 from 2012 onwards. At output level the IMPACT alliance has achieved most of its targets, with the exception of programming on women preventing the use of violence as a weapon of war and innovative pilots on women's bodily integrity. These last two require high investments of programme staff which was difficult for Oxfam Novib to offer. Also Butterfly Works decided to postpone the development of a computer game to address

women's bodily integrity to 2012, due to other opportunities arising and less staff capacity as a result of reorganisation processes. The IMPACT alliance expects to catch up on these outputs in 2012.

Women's organisations are key actors in delivering many of the great results in this programme. They have been very important in supporting the mobilisation and agency of women at local level. National women's organisations in many countries play a major role in strengthening local women's groups and community based organisations, while global women's networks have contributed to strengthen the capacities of national women's organisations in networking and lobby and campaigning for women's rights. In 2011 Oxfam Novib supported these organisations at both levels, having ultimately an even greater impact in the mobilisation of women at local level. Considering the 2015 target to strengthen 104 organisations, and the achieved result in 2011 of 60 organisations, the IMPACT alliance is on track to achieve its targets.

On an output level the IMPACT alliance does not score so well, which is an indication of less investment in capacity building of women's organisations in 2011 than planned. The IMPACT alliance will therefore monitor its achievement on these outputs in 2012 intensively to make sure it makes up for this underinvestment in 2011. In Sudan, the Oxfams jointly achieved a great success by supporting the national organisation IPCS, which trained and supported 8 local CBOs to mobilise local women groups on women's rights, in turn increasing women's self-sufficiency and restoring some trust among marginalised women and men in the need to organise themselves and work with local civil society organisations. In Vietnam, partner organisation CMRC organised a learning event to promote a sharing of experiences among Vietnamese organisations on the participation of men in the prevention of domestic violence. This event received good media coverage and helped to build an alliance behind the implementation of recent laws and decrees to reduce violence against women. The latter example shows the importance of continuing to invest in strengthening the capacities of women's organisations, particularly in networking and lobby and campaigning. Policy change, followed up by monitoring of implementation, is key to reducing violence against women and promote their sexual and reproductive rights.

In 2011 the IMPACT alliance and its partners achieved important policy changes at national, regional and international level. This is reflected in the high scores on both output and outcome levels of indicator 50 and 51 (see also section on international lobby and advocacy). In Angola, mass demonstrations of women's groups have pushed for the approval in parliament of a new law to address domestic violence; in Nigeria partner Bao Bab has managed to reverse discriminatory practices in universities which obliged first year female students to take HIV and pregnancy tests. In Cambodia, partner GAD-C managed to influence the land rights policy and the new youth policy to take into account the rights of women.

At the same time, many country teams indicate that despite strong lobbying and campaigning activities, policy change has not yet been achieved. In both Niger and South Sudan, partners are lobbying intensively to use the constitutional reform and development process to include important legislation on violence against women. This will hopefully lead to results in 2012. In Egypt the political situation is so volatile that it is unclear whether there is room for sustainable policy change in the near future. In Lao, important first steps to build relationships with the government by partner GDG have been made, which it is hoped will lead in the future to more openings for influencing policy directly or through the parliament. At the global level, securing a strong mandate for UN Women to support national movements for women's rights has been successful. In the Netherlands, the government has fully acknowledged the importance of UN Women and has committed to ensure UN Women will be able to exercise its mandate through sufficient funding.

Case study: We Can South Asia

The We Can Campaign of Oxfam in South Asia intends to reduce the social acceptance of violence against women. It is rooted in the belief that personal change has the potential to become a powerful vehicle for large scale social transformation. An assessment has been carried out to measure the extent to which the campaign has leveraged changes in attitudes and behaviour related to violence against women in its activists ("change makers") and those people close to them whom they had tried to influence. The assessment found that almost all the change makers interviewed were able to give examples of ways in which their attitudes, beliefs and behaviour in relation to VAW had changed as a result of being involved with the campaign. Also, the people closest to them attributed their own changes in attitudes and behaviour largely to their contact with the change makers and the campaign.

We Can in South Asia mobilised some 3,300 organisations and millions of individuals. It can be assumed that We Can has supported attitude change among more than 7 million women and men. Change makers and people inspired by them have engaged others in some 20 million conversations on gender equality and VAW, often "breaking the silence" in settings where the subject of VAW used to be taboo. Although it is too early to speak of a region-wide movement or a fundamental shift in social norms across the sub-continent, We Can has contributed to individual and institutional transformation in a wide range of localities and situations.

2.2 International Lobby & Advocacy⁵

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	32	30 (L&A is 30 out of 30)	26	38
	# research reports about specific themes and business activities in developing countries.	2	34 (L&A is 34 out of 34)		
	# information products (user guides, briefing papers, toolkits, websites, etc.).	14	8 (L&A is 8 out of 8)		
	# training courses and/or seminars about socially responsible entrepreneurship.	2	2 (L&A is 2 out of 2)		

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	31	6 (L&A is 6 out of 6)	68	79
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	2	4 (L&A is 4 out of 4)		
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	300	521 (L&A is 521 out of 521)		

Performance on outcome and output level

In this result area IMPACT alliance partners SOMO and Oxfam Novib and their cooperation partner Fairfood International lobbied at the Dutch and international level and supported partner organisations to lobby companies or governments.⁶ Oxfam Novib campaigns together with all other Oxfams in the worldwide GROW campaign. This campaign was launched in June 2011 with Oxfam Novib involved from the very early stages of development. See below on land grabbing for details of Oxfam Novib activities in this campaign in 2011.

⁵ The tables include target outputs on both local as well as international level as stated in the *Activiteitenplan 2011* that was sent to the Ministry of Foreign Affairs. The realised outputs are for MDG and international lobby and advocacy outputs but in the table the specific numbers for outputs on international lobby and advocacy are provided as well.

⁶ 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. More over the last output was added for Fairfood International specifically (of the 521, 518 are established with Fairfood International, on outcome 13 there are 79 outcomes and this includes 45 from Fairfood International and 28 from SOMO).

The IMPACT alliance and Fairfood International supported 30 globally or regionally working partner organisations with enhanced lobbying, networking and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda (output). 15 organisations were supported by SOMO in 2011. They share results and experience in one network with SOMO. Oxfam Novib supported 5 global partners who do their own lobby and advocacy on this theme. Two of these global partners (GRAIN and Third World Network) and SOMO have produced 34 research reports (output). Actually, GRAIN and Third World Network have produced more papers in total, but 20 is a fair proportional representation of the support of Oxfam Novib; these are added to 14 papers produced by SOMO, among others on retailers, garment industry and company profiles of Dutch companies. SOMO has also produced 8 information products (a research manual, an OECD case database, an online community, etc.) and has given 2 trainings (output), one about socially responsible entrepreneurship in West Africa and one on OECD guidelines with OECD Watch.

Specific outputs at the African continental level through Oxfam Novib's pan-Africa programme include supporting partners that advocate for small farmers and pastoralists and supporting seven global partner organisations active in fair markets and trade to strengthen their capacities in the field of lobbying, research and networking. These include partners TWN-Africa and PWYP, active in the area of extractives.

Publish What You Pay (PWYP)

One of most notable victories of the extractives transparency movement was the enactment of a new law in the USA that requires all extractive companies listed on US stock exchanges to make annual public reports on the payments they make to governments in the countries where they operate. This law, once implemented, will result in disclosure of information which members of Publish What You Pay African coalitions can use to hold their governments accountable.

Case study: Grain

In 2008 the Oxfam Novib global partner GRAIN put the injustices of land grabbing on the agenda with, to quote the United Nations, 'a forerunner research report'. GRAIN is a small international non-profit organisation that works to support small farmers and social movements in their struggle for community-controlled and biodiversity based food systems. GRAIN's support takes the form of independent research and analysis, constant networking at the local, regional and international levels, and active cooperation and alliance building. GRAIN achieved the Right Livelihood award for its outstanding work on land rights issues. Described as the alternative Nobel prize, the Right Livelihood Award was established in 1980 to honour and support those "offering practical and exemplary answers to the most urgent challenges facing us today".

In 2011 GRAIN published a research into the role of the largest global pension funds, amongst them two Dutch funds, in investing in land acquisitions and land grabbing. Oxfam Novib followed this up with talks with Dutch pension funds on their role and responsibilities at this area. Both pension funds have agreed to the need for closer civil society participation in future, refining the so-called Farmland Principles, a voluntary industry initiative established by 7 of the biggest global pension funds. The two pension funds expressed a further willingness to engage with civil society.

GROW: Land grabbing

Oxfam Novib campaigns together with all other Oxfams in the worldwide GROW campaign. This campaign was launched in 2011 (output on the number of annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands). Oxfam Novib led Oxfam's advocacy work on land and has played a major role in producing the Oxfam International report on land grab: Land and Power. Oxfam Novib wrote the overall report which includes among others two cases: the case involving the New Forest Company (NFC) in Uganda and the case involving Sime Darby in Indonesia. Oxfam has focused its advocacy work on these two cases. In the Uganda case, Oxfam's advocacy work, together with our partner ULA, led the IFC (the private sector arm of the World Bank), the European Investment Bank and the FSC to recognise the need to look into the case. Towards the end of 2011, communities in Uganda, filed a complaint, which was co-signed by Oxfam and Uganda Land Alliance at the Compliance Advisor/Ombudsman (or CAO) of the IFC. NFC agreed to participate in this independent process.

Case study: Palm Oil

Oxfam's advocacy work in the Indonesia case was led by Oxfam Novib, which represents Oxfam as a member of the Round Table on Sustainable Palm Oil. The launch of the land report including the Indonesia case was a choice of Oxfam to combine its traditional 'insider' approach in the RSPO with an 'outsider' role, exposing Sime Darby's supposed wrongdoings more publicly. Oxfam felt this appropriate as the phase of setting up the RSPO policies and structures had come to an end, and the time had come to ensure proper implementation in practice, including companies' adherence to its rules and standards. This new approach implies a negotiation process with the company. Oxfam kept demanding that the company would provide a roadmap to come to a solution with the communities. In November, during the RSPO conference, Sime Darby assured Oxfam that the complaints of the

communities had been addressed and a roadmap would no longer be needed. Oxfam, with partner organisation Sawit Watch, has decided to verify the information in 2012 to decide what further steps to take.

Fair value chains

Oxfam Novib's advocacy work on the private sector influenced a couple of positive results in the Dutch parliament. After having a debate on CSR, the parliament supported a resolution suggested by Oxfam Novib to make trade missions sustainable. Advocacy by Oxfam Novib on fair value chains resulted in the following outcomes:

- IDH: the Sustainable Trade Initiative has taken on much of Oxfam Novib's original agenda, which means the focus will gradually shift from agenda-setting to involvement in implementation of programmes and their Monitoring, Evaluation and Learning (MEL) activities. Executive director Farah Karimi accepted a position in the IDH governance / non-executive board of trustees, where she will focus on this initiative achieving meaningful impact on MDGs 1, 7 and 8.
- Coffee: Oxfam Novib has developed and implemented an exit strategy to withdraw from 4C. The 4C Association is the platform that brings together stakeholders in the coffee sector to address sustainability issues. Oxfam Novib has contributed to the final FCC Coffee Barometer, which will become public early 2012.
- Cocoa: IDH has approved a new project, which will start in 2012 in Nigeria. A cocoa value chain of partner FADU will be financed in collaboration with Continaf, a Dutch cacao importer, and Ferrero, an Italian chocolate producer.
- Aquaculture: Oxfam Novib's Indonesia-based partner KIARA has grown into its role as a key advocacy actor that adopts an 'outsider' strategy related to large scale aquaculture development. KIARA led the process to annul the Concessions of Coastal Waters (HP3) law in Indonesia in June 2011 and carried out various advocacy works striving for traditional fisherfolk's rights, fulfilment of domestic consumption needs and strengthening the capacity of at least 16 advocacy members and partners that include building up capacity of a Fraternity of Indonesia Fisherwomen.

In the Netherlands, Oxfam Novib is responsible for lobby, advocacy and public campaigning on behalf of the Oxfam confederation. Apart from the aforementioned land-grabbing activities, Oxfam Novib created a GROW-fund for Dutch civil society organisations within its Linkis programme. 16 organisations received a grant from this fund in 2011 and the first results of this fund should be reported next year.

Public campaigning

4 annual campaigns on the theme of sustainability, natural resources and biodiversity were organised by the IMPACT alliance in the Netherlands in 2011. Alliance members were present at Pinkpop, North Sea Jazz (with a financial contribution of Conclusion), Lowlands and Mysteryland to gather support for the WE EAT AFRICA action as part of the GROW campaign. 6,500 people supported a photo action, thousands of messages of support were sent through social media, and an estimated 300.000 people were reached through other media channels.

The IMPACT alliance collaborated with the international documentary festival IDFA, selecting 3 documentaries fitting in the GROW campaign. These were shown during the so-called Oxfam Novib days of the IDFA. At least 1,700 persons watched these documentaries. In 2011 Oxfam Novib gave the inaugural Oxfam Global Justice Award to one of the documentaries.

The development of the GROW campaign in 2011 – including the production and launch of the GROW report, setting up the GROW campaign architecture in Oxfam International, the work on the land report and the land matrix (an overview of land deal cases) – has been very demanding. The work on land exposed the risks and sensitivities of working on the private sector in home countries as well as in partner countries. In 2011 Oxfam Novib invested a lot of effort in research and developing the methodology for a Food Justice Index that will become the major campaign instrument for Oxfam International from the second half of 2012 onwards.

SOMO

28 measurable policy changes were recorded by SOMO in 2011 as an outcome. These include 20 international garment companies and the Dutch seed company Nidera, who faced an official complaint procedure together with its main investor FMO. In 2010 inhumane working conditions had been found on the Nidera plantation for seed cultivation in San Pedro in Buenos Aires; partly in response to the OECD complaint, published in the Quarterly Case Update of OECD Watch, members of parliament asked questions on how the deputy minister of Economic Affairs, Agriculture and Innovation collected information about the company.

Fairfood International

Fairfood International approached over 2,500 companies this year (output) and followed up with an active advocacy strategy to 20% of these (output), eventually resulting in 45 measurable policy changes (outcome 13). These included Lidl, Emerald Nuts, Diamond Foods and Diageo (owner of Baileys). The following case study is an example of a policy change and also shows Fairfood International's way of working.

Case study: Diageo

Diageo is the world's leading premium drinks company with an extensive collection of brands across spirits, beer and wine. These include Johnnie Walker, Crown Royal, Smirnoff, Baileys, Captain Morgan, Jose Cuervo and Guinness. They are present in 180 markets and are rapidly expanding in emerging markets, with social, environmental and economic impacts in each. Fairfood International has encouraged Diageo to employ sustainable means of production since 2007. Over the past year, the dialogue has centred on urging Diageo to make clear, timely and measurable commitments to the sourcing of their key raw agricultural materials sustainably (cream, barley, sorghum and sugar). As early as May 2011, Diageo informed Fairfood International they were engaging in a sustainable cream programme and hoping to have more public details later in the year. In September, Diageo made a public commitment to source the cream in Baileys sustainably. The impacts of sourcing cream sustainably have the potential to be significant in the long-term. If the programme operates as intended, it could improve animal welfare, decrease water usage, and greenhouse gas emissions. However, the sustainable cream commitment remains vague on both Diageo and Glanbia's websites, is not yet measurable and has no benchmarks at this stage.

Fairfood International would also like to see a tax policy that is more socially aware and transparent. Diageo stated that they would take these recommendations into consideration during the review of their tax policy in June 2012. As this is not an explicit commitment to alter their policy, Fairfood International will continue to follow up, critique and encourage changes to their tax policy going forward.

Concluding

To make trade chains more sustainable, IMPACT alliance members do complementary work and use each other's expertise and networks. The GROW campaign is and will be an ambitious campaign working in 45 countries and at the global level. Eight of the global partners of Oxfam Novib are or will be connected to this campaign as alliance members.

The IMPACT alliance and its internationally working partners have had successes in lobbying the private sector through various channels. These different methods will be looked into as part of the IMPACT alliance learning agenda. Working with companies in less developed countries has its own challenges, especially the close relationships of companies with governments in the two cases of land grabbing in the GROW campaign.

Looking back on 2011, the results are good overall. A monitoring issue that needs to be looked into next year for both outcomes is the low outputs on lobby trajectories (9 of 31 on outcome 13), while the outcomes have been met on the same indicator.

2.2.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	2	11 (L&A is 11 out of 11)	44	30
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	7	9 (L&A is 9 out of 9)		
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	3	1 (L&A is 1 out of 1)		
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	3	6 (L&A is 6 out of 6)		
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	2	4 (L&A is 4 out of 4)		

Performance on outcome and output level

To reach the goal of sustainable livelihoods for people in developing countries, current international markets have to change. The IMPACT alliance therefore puts considerable energy, money and time into lobby and advocacy at various international levels (Netherlands, Europe, globally). The alliance has its own lobby with multinational companies and international institutions and supports partners who work at the regional, continental or international level.

Oxfam Novib has supported 11 globally-working partners on this result area (output), for example the Forest Peoples Programme (FPP). The global partners have achieved 6 pro-poor policy changes in total so far. The FPP lobbied for e.g. land rights of indigenous people in Latin America, Africa and Asia. It achieved the inclusion of land rights of indigenous people in the standards for investment of the IFC.

The outcomes on this result area are very good. Most of the outcomes have been achieved through lobby activities by Oxfam Novib and SOMO themselves or in alliances. Especially the Fair Bank Guide (Eerlijke Bankwijzer) has been a successful instrument in pressing Dutch banks to follow more pro-poor policies in their investments. Its success has been expanded to Brazil and hopefully in the near future to Indonesia. Other outcomes are achieved in Indonesia, Brazil, South Asia and through global partners.

The regional programmes have results at the level of regional bodies. For example, the pan-African programme of Oxfam Novib ensures the voice of small farmers and pastoralists is heard and their needs articulated at the level of the African Union and regional economic bodies such as ECOWAS, COMESA, EAC and SADC. Training and awareness on government policies, budgets etc. has been given to numerous associations. International communication and links are becoming easier, giving communities and civil society the courage to make public statements, presentations and denunciations at international forums about land grabbing.

On different levels the IMPACT alliance is working on the financial sector. In the Netherlands the Fair Bank Guide, an initiative of Oxfam Novib, Milieu Defensie, Amnesty International, FNV, Dierenbescherming and IKV Pax Christi, has initiated "a race to the top" between banks on corporate social responsibility. It analyses the policies of banks with regard to a wide variety of themes (climate change, human rights, weapons, transparency, labour laws, etc.) and sectors (mining, fishery, oil and gas, productive industries, etc.). Oxfam Novib believes that the financial sector is potentially an enormous factor to promote pro-poor and sustainable development.

In 2011, the Fair Bank Guide made four quarterly updates and published results of research into transparency in banks. As a result, eleven banks have made improvements in their CSR-policies. The Fair Bank Guide has expanded its activities to other parts of the world. In Brazil, a similar website was started with support of Oxfam Novib and has been a success from the start. It is also planned to start a Fair Bank Guide in Indonesia, and in some European countries Oxfam Novib is in discussion with organisations to start similar initiatives. This has resulted in 11 pro-poor policy changes by 5 banks in the Netherlands (outcomes). Also on the financial sector Oxfam Novib and SOMO started to work to develop policy recommendations to limit food price speculation at European level (output). SOMO's policy paper contributed to Oxfam International's position on this theme.

Oxfam Novib also campaigned for a Financial Transaction Tax (FTT). Prime Minister Rutte stated in parliament that the Netherlands would not block the introduction of a FTT in the EU or Eurozone. However, he downgraded this promise by asking the CPB to write a report on the effects of the introduction of a FTT on the Dutch financial market. In 2012 this report will be discussed in parliament and it remains to be seen whether the Netherlands will keep to its promise. Oxfam and Oxfam Novib were heavily involved in the European FTT campaign, in some countries also known as the Robin Hood tax campaign.

In the Netherlands, Oxfam Novib has lobbied on the issue of patents, mostly reactive work toward parliament. In May 2011, all parties except the PVV supported the idea that patent rules should be changed to benefit small farmers. Secretary of State Bleeker has been asked to place this item on the agenda of the EU.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	24	29 (L&A is 5 out of 29)	23	28
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.	19	29 (L&A is 17 out of 29)	29	21
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	1	12 (L&A is 6 out of 12)		

Performance on outcome and output level

This result area will receive less attention from Oxfam Novib than in the years before, and less than originally planned in the MFS proposal, because of budget cuts. A decision was made to have a more narrow scope on livelihoods to cope with the budget cuts. The results on outcome 6 and 7 are established both at country and international lobby and advocacy levels.

Oxfam Novib still had 10 partners from the global programme portfolio working partly on climate change in 2011. The climate change part will be phased out in 2011 and 2012 as a result of the budget cut. Partner organisations such as ANDES and CTD-CCCR work on locally-owned, indigenous frameworks to assess the impact of climate change and develop strategies to build resilience while enhancing bio-cultural diversity. The topics of adaptation and biodiversity have been cautiously taken up in the work with emerging powers including India, China and South Africa. In South Africa an impressive mobilisation of civil society organisations took place around the COP17, pressuring governments to work towards a fair, ambitious and binding deal on mitigation and adaptation. SOMO worked with 3 global partners to strengthen their lobby capacity. One of these resulted in a critical report assessing the credibility of sustainability certification schemes used by global tea brands (e.g. Lipton).

Climate change is not a major priority in Oxfam Novib's lobbying in The Netherlands because of priority choices and the limited space for positive change in the national context. Some work has been done on climate finance and more in particular on ship and airplane fuels. Oxfam Novib participated, for instance, in preparing the Dutch government for the Transitional Committee for the Global Green Fund. Climate change is also one of the topics used to evaluate banks in the Fair Bank Guide. The outcomes have been quite strong in 2011, though this is mainly due to partners that have been phased out and is not expected to be the case in the following years.

Oxfam Novib has also supported South-South cooperation to strengthen the voice of developing countries in climate change negotiations. One example is that of global partner South Centre, who organise side events during conferences for Southern delegations.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	73	46 (L&A is 0 out of 46)	129	47
4	# local producers organisations that have received support to strengthen their lobbying and networking capacity.	51	23 (L&A is 0 out of 23)		

This outcome indicator is contributed to on a MDG level only. See paragraph 2.4.1.1 in the MDG section.

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 Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	10.000	12.000 (L&A is 12.000 out of 12.000)	3	3
	Unexpected result # lobby activities and products organised of by the IMPACT alliance in order to influence opinion leaders in the Netherlands and internationally to invest more and more effective in education.	0	4 (L&A is 4 out of 4)		

In 2011 the IMPACT alliance managed to achieve its outcome target on policy changes among global actors for 2015. This is particularly due to the fact GCE Netherlands, GCE International and Oxfam have been using every opportunity to campaign for Education in 2011. Oxfam Novib decided to work closely together with these alliances and Oxfam.

In the context of the Oxfam Essential Services campaign, Oxfam has lobbied intensively including at the replenishment of the Global Partnership for Education (GPE) conference in Copenhagen, where an additional 1.5 billion in aid for education was pledged. Many southern governments committed themselves in Copenhagen to raise spending on education in their national budgets in the coming years and be transparent in how they spend their budgets. Oxfam and its partners will monitor these commitments and hold the people who made them accountable for these promises to ensure quality education for all.

The revenues from a future Financial Transition Tax (FTT), for which Oxfam advocated for strongly at EU level in 2011, could further mobilise resources for education. In the Netherlands, GCE Netherlands – with strong support from Oxfam Novib – managed to unite over a hundred Dutch policy makers, citizens and NGO staff behind a shared future Education and Development Agenda. Dutch parliamentarians were lobbied to monitor closely government's phase out of their support to education in developing countries. The strong lobbying, media and online campaign push to get the Dutch government to give up its opposition at European level to a Financial Transaction Tax created an initial win, with Prime Minister Rutte saying he would not oppose it.

With the 3 policy changes described above (Copenhagen commitment, FTT in NL and Dutch commitment to responsible phase out) the IMPACT alliance has already achieved its 2015 outcome target. However, these political wins will be monitored closely by GCE Netherlands and Oxfam to ensure they are not lost in the coming years. At output level the IMPACT alliance has mainly mobilised youth in schools on the necessity to invest in education and development through their partnerships with Cross Your Borders and COS Zeeland/Hogeschool Zeeland. Also through its support to GCE Netherlands Oxfam Novib mobilises the public around aid for education. In 2011 GCE did not use mass mobilisation actions to do this, but worked through direct lobby and media.

Case study: Global Campaign For Education NL (GCE): Advocating for continued involvement of the Netherlands in education world wide

The Global Campaign for Education in The Netherlands (GCE-NL) managed to keep education high on the agenda in a year with major education budget cuts in the Dutch development budget and a radical policy shift of the Dutch government towards other sectors. GCE-NL convinced MPs and, indirectly, the Ministry of Foreign Affairs of the importance of a responsible phase-out strategy for education programmes in former Dutch partner countries, using its international network and a creative media and networking approach. The Netherlands has been a leading education donor and policy lead for many years. Its involvement in education was recently evaluated positively in a major evaluation exercise by IOB. In 2011, the Dutch government cut the development aid budget by 450 million Euros; this will be followed by a cut of around 900 million Euros in 2012. Almost 50% of these cuts affect education. In the new policy priorities of the Ministry of Foreign Affairs, education has become a 'posteriority'. Bilateral development collaboration in the field of education will continue in only a few of the remaining partner countries, and primarily as an instrument to support the achievement of non-education policy objectives. GCE-NL managed to combine international networking and national advocacy effectively, using both

Southern CSO contacts and high level contacts such as the chair of the Global Partnership for Education (GPE) to influence the Dutch political and media debate. The use of a variety of campaign methods appeared effective, as media attention and a public conference helped to show the continued attention for education.

2.2.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	15	17 (L&A is 0 out of 17)	24	12
	# southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	5	3 (L&A is 0 out of 3)		
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	7	3 (L&A is 0 out of 3)		

Performance on outcome and output level

Results on outcome 23 and corresponding outputs have been achieved at country level and are therefore described under section 2.1.2.1.2.

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 Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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	9 (L&A is 5 out of 9)	11	9
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.	5.000	0	16	2
	# 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.	5	4 (L&A is 4 out of 4)		

Performance on outcome and output level

National policies are in many cases subject to the influence of global actors at national or regional level. In 2011 the Oxfam team launched a paper on 'Counterfeiting and Enforcement Access to Medicines' and managed to secure replenishment of the Global Alliance for Vaccination and Immunisation (GAVI) initiative and a reform of this funding entity. At the same time Oxfam Novib has particularly stressed the importance of continuing to invest in preventive measures that empower women to have a stronger say over the integrity of their bodies. The global partner Gender Action has reviewed all policies of the International Financial Institutions (IFIs) on sexual and reproductive rights and compared these to their investments. Their analysis showed that progressive policies from the World Bank and African Development Bank fail to get implemented due to the limited funding made available. After continuous lobbying efforts and media attention, the IFIs have committed to take the recommendations of Gender Action on board.

The Universal Access to Female Condoms project (UAFC) has been important in lobbying both at national and at international level for recognition for alternative preventive measures. An international conference on the UAFC, organised in the fall of 2011 in The Hague, showed how national partners are strongly involved in the lobby for this recognition at local level and national level, sometimes successfully (particularly at local level) and sometimes less so (see the case study about female condoms in Nigeria). The UAFC project developed a toolkit to support partners in their lobby efforts and develop strong lobby strategies for 2012. At output level the IMPACT alliance has achieved its targets, with the exception of the target to mobilise Dutch citizens around sexual and reproductive rights and HIV. Due to limited capacity and increased focus in the lobby agenda of the IMPACT alliance it decided to not mobilise citizens specifically around SRHR or HIV in 2011. Oxfam Novib did manage to successfully lobby against reducing the budget for SRHR/HIV through cooperation with Stop Aids Now (SAN!).

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	2	13 (L&A is 2 out of 13)	21	14
	# 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.	2	21 (L&A is 20 out of 21)		
	# national governments that have been held to account by Oxfam Novib and its Alliance about improving their control of the arms trade.	3	10 (L&A is 7 out of 10)		
	# 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.	3	6 ((L&A is 5 out of 6)		

Performance on outcome and output level

The IMPACT alliance, specifically Oxfam Novib and its partners, is undertaking a lot of lobby and campaign work to get governments and international organisations to provide better protection to civilians in conflict. The outputs for 2011 are higher than expected, especially within the field of international lobby and advocacy where most of the outcomes are achieved. This means that the target outcome for 2015 should easily be exceeded in the coming years. *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'.*

In contrast to a lot of the other work that Oxfam Novib undertakes, 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. This takes place through the Rights in Crisis campaign. Whilst efforts have been made to include partners and local civil society more in the campaign, joint advocacy is still not the norm. This is an area for improvement. The outputs and outcome are in line with the work which was expected to be carried out in 2011 but much higher than the 2011 targets listed in the table. This is largely the result of under-planning, not over-performance. For 2012, the targets will need to be adjusted upwards.

In the Netherlands, advocacy efforts resulted in a promise from the Dutch government to develop a strategy to protect civilians. A number of parliamentary motions on protection of civilians in peacekeeping missions (for example in UNMISS), which Oxfam Novib had advocated for, were also adopted. Together with IKV Pax Christi, Oxfam Novib wrote a briefing note on the issue of protection of civilians. This note, which stressed the need for the Dutch *Toetsingskader/Artikel 100 brief* to include a section on protection of civilians, resulted in a parliamentary motion. At the time of writing, this parliamentary motion is on hold.

With regard to the Dutch police mission in Kunduz, Oxfam Novib advocated successfully for this mission to include a focus on gender and justice reforms. Oxfam Novib also stressed the need for this mission to have a civilian character. The Oxfam Novib Executive Director wrote an op-ed to this end.

To strengthen the Oxfam confederation's advocacy work in Somalia during the famine in 2011, Oxfam Novib seconded a staff member to the Oxfam office in Nairobi. This staff member played a critical role in policy development and coordination. For Somalia, Oxfam, together with other NGOs, were at the forefront in pleading for diplomatic engagement on access and on the underlying conflict. Following a letter to the UN on this issue, OCHA announced increased human capacity to engage on humanitarian dialogue. Oxfam also successfully pleaded for greater focus on the minimisation of civilian casualties within AMISOM's mandate renewal at the end of September. As a pioneering agency, Oxfam reached out to Arab/Islamic actors such as Turkey and the Organisation of Islamic Cooperation to pursue greater coordination, better aid quality standards, and more engagement on the dialogue track with all parties to the conflict in Somalia.

In 2011, lobby and campaigning efforts resulted in parliament adopting a motion stating that "the Netherlands should not export weapons to countries where human rights are abused". Unfortunately, the government is not willing to give follow up to this motion. For further information please refer to the case study below.

Internationally, partner International Action Network on Small Arms used the African World Cup and Ivory Coast elections to advocate for the need for gun control. IANSA members also undertook "Disarm Domestic Violence" campaigns in six countries. Finally, with regard to UN Resolution 1325 the major outputs were the development and launch of the Dutch National Action Plan (NAP) II and lobby work to ensure women's rights are safeguarded during Afghanistan's transition period. In 2012, Oxfam Novib will seek to ensure work on 1325 is expanded to more NAP focus countries beyond Afghanistan.

Case study: Dutch arms trade

The Netherlands is a major player in the arms market. At the end of 2011, the Dutch parliament held a debate on its arms export policy, a controversial issue thanks to the Arab Spring. Earlier in March the Dutch government had seemed responsive when it was criticised for delivering major arms supplies to Arab authoritarian regimes. During the uprisings in the Middle East and North Africa it was evident that authoritarian regimes used weapons against their own populations. Dutch weapons were involved, such as the armoured vehicles used in Bahrain and Egypt.

The Dutch government promised reforms to prevent such deals from happening again. A majority in parliament has since called on the government to take stronger measures, but the Dutch government has so far refused to comply.

With the Dutch Control Arms coalition, Oxfam Novib engaged in numerous lobby and advocacy activities to tighten the Dutch government's arms export policy. This included the organisation of a public debate in Humanity House and a roundtable in parliament. As a result of these activities, the Dutch parliament adopted a motion stating that the Netherlands should not grant a permit for the export of arms to countries where human rights are being abused and where there are no free elections. Despite a majority in parliament which supports this motion, the government is not willing to introduce a ban on the export of arms to authoritarian regimes. What is positive is that the transit of arms through Dutch territory will receive extra scrutiny in specific cases, and in case of major export licenses, parliament will now be informed within two weeks. These are changes for which the Dutch Control Arms coalition has pushed persistently over the past years.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	8	10 (L&A is 1 out of 10)	27	17
	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	2	2 (L&A is 0 out of 2)		
	# southern partner organisations that have received content specific support from Oxford 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.	2	2 (L&A is 0 out of 2)		
	# 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.	2	7 (L&A is 7 out of 7)		

Performance on outcome and output level

The IMPACT alliance, specifically Oxfam Novib and its partners, is working to raise the voice of civilians affected by conflicts at the international level. The outcomes for 2011 are higher than expected, meaning that the target outcome for 2015 should easily be exceeded in the coming years. 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'.

In 2011, Oxfam Novib used a number of creative and innovative ways to raise the voice of citizens affected by crises, and to publicise this voice at the international level. For example, the debate From Arab Spring to Afghan Summer, organised by Oxfam Novib, Cordaid and WO=MEN sought to link up women's activists from Afghanistan and the Afghan diaspora to the Arab world. This debate generated an unexpectedly large interest from people in Tunisia, Egypt and Afghanistan who joined the online discussion via Facebook (there were more than 2300 likes) and Twitter prior to the debate. During the debate women from Afghanistan were live-streamed to participants in The Netherlands through Oxfam Novib media partner SABA. Other innovative methods included the Afghanistan Green Scarves campaign, and the popular mobilisation action "No Weapons for Dictators" targeting the ING shareholders meeting. To raise the voice of Somali civil society at the international level, Oxfam Novib provided financial and logistical support to two female civil society activists to enable them to lobby the African Union, European Union member states, Permanent Representations to the United Nations in New York, and Washington.

Oxfam Novib partner UNOY circulated several serious games on the computer to inform youth about conflicts. Finally, an Oxfam Novib-organised master class sought to highlight the impact of the global war on terror on civilians, and on operations of civil society actors. More than 100 students attended the master class, which was also live-streamed to 3 universities.

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 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
42	# lobby initiatives in which the right to free association / space for civil society is being defended	7	7 (L&A is 2 out of 7)	151	172
	# organisations involved in citizen dialogues in favor of space for civil society	33	37 (L&A is 12 out of 37)		
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	16	13 (L&A is 1 out of 13)		
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	8	24 (L&A is 6 out of 24)		

Performance on outcome and output level

The results are on track. Over the past year there has been more activism, but at the same time more repression to curtail it. The overall result in terms of civil and political space remains therefore inconclusive. The encouraging trends are feeding optimism, while the worrying trends strengthen the ambition and urgency to continue to work on linking local, national, regional and global initiatives of people who are putting into effect concrete changes in terms of civil and political rights and bring to task politicians and leaders with regard to their promises about justice, development and poverty eradication. Outcome 42 has achieved results both at country level and in international lobby and advocacy work.

Oxfam Novib's lobby and advocacy team has responded to developments such as the Arab spring by freeing up more capacity to work on civil society space and human rights, as the Arab Spring is a hopeful example of civic-driven change. On the other hand, it is far from sure that developments will have a positive outcome. While civil awareness and demands are increasing, repression of civil society organisations is growing.

In 2011 Oxfam Novib coordinated the Oxfam International efforts in response to the Arab spring. Advocacy efforts mainly focused on the situation in Yemen and Egypt. The main target of the international lobby was the European Union, with additional efforts to influence the policy towards the region of other donors, including the US and particular EU member states.

In consultation with partner organisations in the region Oxfam published two policy papers – one on the political situation and the emerging food crisis in Yemen (Sep 2011), and one on the EU's policies towards the Arab Spring countries (Nov 2011). In addition Oxfam wrote lobby letters to the above-mentioned international targets and made visits with partner organisations to these targets. Further, it assisted Egyptian partner organisations in launching the online campaigning platform "meanwhileinegypt.org", which offers a platform for Oxfam partners to share their work and campaigns and mobilise international attention and support, facilitates discussions, and gives in a simple way insight in the main human rights issues in Egypt today. "Meanwhile in Egypt" connects people locally, regionally and globally. Partners of Oxfam Novib themselves – without intercession – can communicate directly on the site. But also organisations that are not partners of Oxfam Novib can place messages or debates on the website. Oxfam and/or the partners do not necessarily have to agree with the published content, but hope to facilitate the debate. Oxfam Novib also organised a regional conference in Beirut on women's political participation, and organised a debate at a high level conference to discuss if the Arab Spring will lead to international aid becoming more supportive of human rights, civil society and democracy.

Earlier in 2011 Oxfam Novib was pleased to see information and policy recommendations it had provided on the region were reflected in the Advisory Council on International Affairs advice to the Ministry of Foreign Affairs and in its eventual policy choices. In June 2011 Oxfam and IKV Pax Christi urged parliament to ask for more attention from the Ministry of Foreign Affairs for the need to guarantee the right to assembly and association in countries like Egypt. A motion on this was subsequently adopted in parliament in June 2011.

As for Rwanda, a meeting was organised in the Netherlands between an international human rights organisation, the Ministry of Foreign Affairs and Christian Union MPs. On the basis of this meeting conclusions on human rights and civil society space were highlighted by MPs in the parliamentary debate on Rwanda. The Secretary of State for development cooperation acknowledged the declining space for civil society in Rwanda, but has chosen to intensify cooperation with the country nevertheless.

With regard to Somalia, Oxfam reached out to Arab/Islamic actors to pursue greater coordination, better aid quality standards, and more engagement on the dialogue track with all parties. In September 2011, Oxfam Novib facilitated a European lobby visit for a female human rights representative from Mogadishu (from the Elman Peace and Human Rights Centre) to hold constructive dialogue with key heads of state and ministers in the UK and with other senior stakeholders at EU, French and Dutch levels, to account for a more inclusive dialogue in Somalia that includes women and CSOs.

In December 2011, Ms Shukri Esmail, the chair of Oxfam Novib partner Candlelight, received a Peace Award from the International Crisis Group in New York, thereby demonstrating to the international community and donors in New York how impactful the role of women can be in peaceful conflict resolution and consolidation.

For Afghanistan, several reports have been published (“No time to lose” and “A place at the table: Safeguarding women’s rights in Afghanistan”). Around the publication of those reports, several lobby meetings took place with the Ministry of Foreign Affairs as well as with MPs in the Netherlands.

Oxfam Novib has been active in influencing the High Level Forum on Aid Effectiveness in Busan in 2011. It worked on promoting an enabling environment for civil society and citizens in partner countries as the prerequisite for effective aid and development outcomes. Key wins included reference to the Istanbul principles in the outcome document, and key language referencing basic human rights and key human rights agreements, including the Millennium Declaration. Oxfam played a crucial role in advancing language to protect the enabling environment for civil society, and linking development to human rights. It partnered and supported local civil society who were experiencing shrinking space in their own countries (e.g. Cambodia, Malawi, Uganda, Kenya, Ethiopia) to share their stories and needs.

2.2.4.1.2 Political, administrative and societal checks & balances

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	17	30 (L&A is 9 out of 21)	60	68
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	29	36 (L&A is 4 out of 36)		
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	6	4 (L&A is 2 out of 4)		
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	4	20 (L&A is 12 out of 20)		
	# trajectories that monitor the budgets of international institutions and businesses.	14	8 (L&A is 2 out of 8)		
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	3	5 (L&A is 2 out of 5)		
	# trajectories that monitor income from mining and the oil industry.	3	3 (L&A is 1 out of 3)		

Performance on outcome and output level

The results are well on track. Oxfam Novib established budget transparency lobbying with Royal Netherlands Embassies in several countries and liaised with the Ministry of Foreign Affairs staff on good governance. Jointly with other Oxfams, Oxfam in the preparations for the High Level Forum on Aid Effectiveness in Busan. the Busan Partnership for Effective Development Cooperation includes a good paragraph on transparency, and an active lobbying approach was not felt necessary.

Oxfam Novib participates in the Dutch Round Table on Tax and Development with 6 transnational corporations, PWC, VNO-NCW and the ministries of Finance and Foreign Affairs. This Round Table, which functions under Chatham House Rules was focused predominantly on technical aspects of capacity building on taxation in the South, resulting in a pilot in one (preferably African) country in which participants of the Round Table could take part alongside the Southern government and civil society. The more political agenda of Transfer (mis)Pricing (TP), Country-by-Country (CbC) reporting and in particular the exposure of the Netherlands nearly being labelled as a tax paradise was more difficult to discuss.

In 2011 Oxfam Novib was successful in mobilizing a majority of the Dutch parliament behind the principle of CbC reporting and a pro-active European role for the Dutch government in this area. The government rejected a motion that called upon the Ministry of Finance to implement CbC in the Netherlands unilaterally, but supported the motion for a pro-active European role. At the latest Round Table in December, both representatives of TNCs and of the Ministry of Finance then admitted that CbC was a done deal. The big challenge for us now is to achieve agreement on the real substance of the CbC proposals. i.e. the set of indicators agreed as TJN (also with other networks like PWYP) that has been developed with the help of experts.

As mentioned above in the previous result area, Oxfam Novib has achieved some political and policy changes with regard to the High Level Forum on Aid Effectiveness in Busan. Related to this result area, Oxfam Novib has been able to use its lobbying and policy and research expertise to influence the actions and positioning of key actors before and at Busan: (a) Oxfam Novib worked to invigorate and inform the conversation regarding post-Busan global monitoring indicators, which was valued by both civil society partners and governments, particularly Rwanda, South Africa, and Honduras. Before Oxfam's engagement, many stakeholders were resigned to the idea that there would be no global replacement for the Paris indicators. Oxfam worked to convince NGOs and partner governments that a global monitoring framework was crucial to holding governments accountable for their commitments. It linked together key influential thinkers to compose principles for a refreshed global monitoring framework, as well as proposals for a specific set of indicators; (b) Oxfam helped organise a pre-HLF4 civil society workshop on enabling environment, and successfully positioned 90 civil society leaders to organise around targeted messages and specific tactics to influence negotiations during HLF4.

Oxfam Novib has been able to raise media and political awareness for improved governance of the IMF and the World Bank, including a fairer division of voting power and seats (more voting power for poor countries and middle-income countries) and a merit-based and transparent selection process of the new IMF head after the departure of Dominique Strauss Kahn. Even though there has not been a direct result, it may be considered a positive sign of a change of culture and as an effect of multiannual CSO lobbying the fact that World Bank executive directors have agreed in principle to work according to a merit-based process for the selection of the next World Bank head.

Other activities included proactive lobbying on the IMF's conditionality review, including the recommendation to measure social impacts; participating in the consultation round of the WB's new instrument P4R (Programme for Results); effective lobbying to remind the World Bank of its 2010 commitment to spend an extra 750m USD on education; and effective lobbying around the land commercialisation debate, both with WB staff and with IFC ombudsman, amongst others on the issue of prior informed consent.

2.2.4.1.3 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
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.	23	60 (L&A is 22 out of 60)	98	66
	# 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.	4	4 (L&A is 1 out of 4)		
	# 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.	3	2 (L&A is 0 out of 2)		

Performance on outcome and output level

The global programme was aimed at achieving greater transparency of regional and global institutions such as the African Union, ECOWAS, European Union, ASEAN and the UN, and also businesses and governmental institutions in emerging economies. Where necessary these actors were called to account when involved in corruption, human rights violations and power abuse. To this end there is cooperation with international organisations and networks and with the virtual civil society of cyber activists, which in particular contributes to access to information and helps to claim space for civil society (e.g. Bank Information Centre, IFEX, AMARC and CIVICUS).

Civil society actors embraced technology in new and exciting ways. CIVICUS contributed to the online body of knowledge by launching Participatory Governance Exchange, a resource centre aimed at providing participatory governance practitioners with tools and opportunities for knowledge sharing and peer learning. It also created a series of monthly, interactive webinars aimed at building civil society organisations' knowledge of legitimacy, transparency and accountability issues. This programme is aimed at improving public trust and the credibility of civil society organisations and their activities through the enhancement of their accountability systems and structures, and with the resources developed and webinars implemented it is expected that legitimacy, transparency and accountability principles will be implemented at the local, national and international level. In addition, CIVICUS developed "Civil Society Watch Online". This new interactive database and online platform for action serves as a central hub for monitoring and tracking threats to civil society. It also facilitates the development of joint actions to address these threats by streamlining information sharing and providing a secure space for dialogue.

AMARC's community radio network contributed to amplifying the voices of the excluded and marginalised (covering 800 community radio stations with audiences totalling 200 million) and worked effectively with 300 civil society organisations, making their alternatives heard at local, regional national and global levels and increasing the impact of communication processes facilitated by community radio.

BankTrack tracked controversial deals and companies on the 'dodgy deal/companies' section of its website, and referred to those on the bank profiles of each bank involved in such a deal. Each file features a summary of the controversial projects or activity, which is then further presented through pictures, video material, links, contacts, background documents etc. As of February 2011, the BankTrack website featured 83 'dodgy deal' files, 56 of them active, including 16 profiles of nuclear power projects that also appear on the 'Nuclear Banks' website. As well as 'dodgy deals', the site contains profiles of companies considered by BankTrack as no-go companies for banks committed to sustainable banking. The company profiles are directly linked to the 'dodgy deals', to illustrate which companies are involved in which projects.

In general the results are a bit behind planning; the use of social media by partner organisations is not yet mainstream. In 2012 extra attention will be paid to this. The high number of outcomes achieved is mostly results on the MDG level.

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	Output	Target Outputs 2011	Realised Outputs 2011	Target Outcomes 2015	Realised Outcomes 2011
48	# women's organisations that have implemented organisational capacity-building projects about for lobbying and advocacy strategies for women's human rights.	28	32 (L&A is 20 out of 32)	104	60
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	14	22 (L&A is 15 out of 22)		
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	20	22 (L&A is 19 out of 22)		
	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	8	7 (L&A is 6 out of 7)		

Performance at outcome and output level

Women's organisations have been key actors in delivering many of the great results in this programme. They have been key in supporting the mobilisation and agency of women at local level. National women's organisations in many countries play an important role in strengthening local women's groups and community based organisations, while global women's networks have contributed to strengthen the capacities of national women's organisations in networking and lobby and campaigning for women's rights. In 2011 Oxfam Novib supported these organisations at both these levels, having ultimately an even greater impact in the mobilisation of women at local level. At regional level networks such as ARROW in South East Asia have had an enormous impact by building the capacity of national level women's organisations and providing them with useful tools for their national lobby and campaigning work, such as policy briefs and research. The regional project to strengthen national campaigning coalitions capacities on SRHR advocacy work, including budget monitoring by partners CEEGA and AMANITARE in the Southern Africa region, has been mentioned as an example in Programme 2. Considering the 2015 target to strengthen 106 organisations at national, regional and global level and the achieved result in 2011 of 60 organisations, the IMPACT alliance is on track to achieve its targets. On an output level the IMPACT alliance has reached all of its 2011 targets at global and regional level too.

Case study: ARROW: Advocacy for SRHR in Southeast Asia

ARROW is a regional NGO in Asia and the Pacific which has a women's health and rights programme with three inter-linked strategies: (1) Production and dissemination of innovative and practical materials to a strategic database for advocacy and health policy and programme implementation; (2) Policy advocacy with government and other key stakeholders backed by research-based monitoring of Cairo and Beijing implementation; (3) Capacity building of women NGOs and strengthening the women's movement.

ARROW is among the most strategic regional Oxfam Novib partners, with a specific contribution to the four new core country strategies of Myanmar, Cambodia, Vietnam and Laos. ARROW's key strategic partnerships through regional networks strengthens the voices and visibility of women's rights and creates a platform for achieving greater advocacy impact. Research is a key strategy of ARROW. Its research publications cover various countries and are used as information and advocacy tools. They contain status reports of the state of the country and/or the region concerning women's sexual and reproductive health and rights. ARROW maintains a Sexual and SRHR Database of Indicators www.srhrdatabase.org, a direct result of ARROW's ICPD+15 regional project.

With the use of 79 cross-country ICPD-SRHR indicators, the status of sexual and reproductive health and rights can be compared in 12 Asian countries. To ensure that the funds for sexual and reproductive health and rights increase, despite the global economic crisis, ARROW has advocated for the careful tracking of funds for SRHR in the region. It encourages local and national budget monitoring, via partners, to look into expenditures at all levels to ensure donor and government accountability. Likewise, the UN is requested to ensure the accountability of programmes implemented at all levels through comprehensive impact assessments and programme audits.

Outcome IMPACT alliance	Outputs effective participation in policy formulation	Target outputs 2011	Realised outputs 2011	Outcomes Target 2015	Realised Outcomes 2011
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.	4	2 (L&A is 2 out of 2)	17	4
	global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	4	6 (L&A is 3 out of 6)		

Performance on outcome and output level

Through effective collaboration in the context of the European and Global GEAR campaign, Oxfam Novib has successfully secured a strong mandate for UN Women to support national movements for women's rights in the future. Oxfam Novib's global advocacy work was informed and supported by work of women's rights networks at regional and national level. The Pan African network FEMNET influenced the setting up of UN Women, having organised a meeting with Michele Bachelet leading to UN Women prioritizing Africa in its interventions. In the Netherlands the government has fully acknowledged the importance of UN Women and has committed to ensure UN Women will be able to exercise its mandate through sufficient funding (see case study on UN Women).

Regional and pan-African networks play an important role in leveraging national change by using regional multilateral governance or knowledge bodies. Pan-African partner SOAWR asked at AU member states level for more attention for budgeting for maternal health. Partner AAWORD presented research on women's political participation at the WSF in Dakar, which helped national women's movements to conduct follow-up research and develop action plans. Oxfam Novib's achievement in getting 4 policy changes and almost all outputs fully achieved is representative of its strong alliances, mainly at pan-African and global level. Oxfam Novib has received international recognition for its contribution to discussions in UN Women on its mandate, particularly on its ability to bring in voices from national and regional level. An additional output was that strategies have been developed for lobby and policy influence of EU/NL in order to strengthen cooperation between EU/NL, development countries and upcoming powers on themes related to women's rights and bodily integrity.

Despite the obvious policy wins at both national and global level, improvements to strengthen joint strategizing between national organisations advocating for women's rights, regional and global networks (including Oxfam) need to be continued. This is particularly important in light of the many opportunities and challenges the global context on women's rights is offering. Oxfam Novib has learned that partners sometimes need additional support to increase their capacity to perform a strong power analysis and implement effective lobby, media and campaigning strategies at national, regional and global level. The EC-supported Amanitare project in 6 countries in Southern Africa has shown that building that capacity takes time; it is only after 2 years of intense training that partners will start running their national campaigns for sexual and reproductive rights for women in 2012. The increased collaboration between IMPACT alliance members will support the further development of this campaign. In Oxfam a global advocacy strategy on women's rights will be developed in 2012 to support stronger linking between local and global level and further capacity development of national, regional and global organisations.

N.B. The outputs under outcome 48 and 51 are both MDG and international lobby and advocacy results.

Case study: Lobby for UN Women

Gender justice – the achievement of women’s rights, gender equality and respect for human diversity – is still far from being accomplished. While the political frameworks are largely in place, implementation is lagging far behind. Oxfam Novib holds governments and global institutions to account for the implementation of women’s human rights frameworks with respect to eliminating violence against women and protecting women’s sexual and reproductive rights. This strategy is carried out in the Netherlands in alliance with WO=MEN, partners, Oxfam affiliates and other organisations.

2011 saw an important milestone in the global pursuit of gender equality when the UN launched UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. UN Women will support individual countries in moving towards gender equality in economics and politics, and ending violence against women. It will assist in setting international standards for progress, and lead coordinated efforts to make new opportunities for women and girls central in all UN programmes for development and peace.

Oxfam Novib has lobbied since 2007 for the establishment of this new UN agency and will closely monitor its development, in particular the way it is able to link the global to the local. In 2011 Oxfam Novib launched the UN Women Survey report “A Blueprint for UN Women: What does civil society at country level expect from the new UN women’s agency”. The report contains views of civil society on the task ahead for UN Women and recommendations as to how UN Women should proceed to address the challenges ordinary women face. The report was well received and it is likely that the recommendations will be integrated within UN Women’s strategic plan.

It is crucial that UN Women can meet the many challenges it faces. Therefore Oxfam Novib will continue to lobby the Dutch government, an important donor, to openly support UN Women and continue to provide political and financial support.

2.3 Capacity of partner organisations

Outputs

Key in the approach of the IMPACT alliance is strengthening civil society organisations so that they are capable of contributing to a just world without poverty. In order to monitor the capacity of the partner organisations, the “5 Capabilities” (5C) model, as developed by ECDPM, is used. IMPACT alliance project staff who have the primary responsibility for relationship management with Southern partners have been trained in the 5C model and using the assessment tool.

In order to simplify data collection and processing, a web tool has been developed for partners to perform a self-assessment. At the same time, IMPACT alliance staff performed an assessment of the partner organisations, meaning the IMPACT alliance has two assessments per partner organisation. These form the basis of a dialogue with the partners concerning capacity development priorities. The aggregated report on these assessments has been incorporated in the MFS-II baseline report of the IMPACT alliance (July 2011).

In preparation for the development of a new capacity development policy, a report has been produced which analysed Oxfam Novib’s current policy and practice. This report was based on a desk review, interviews with staff and a workshop with selected partner organisations. Based on the analysis and advice of consultants, a policy note was written on capacity development which includes a tailor made approach to capacity development based on the dialogue with partners. This approach will be implemented from a rights perspective and a definition of priorities based on the 5C organisational capacity assessments. Furthermore it was decided to enhance Oxfam Novib’s direct involvement in capacity development activities of partners in the areas of financial sustainability and humanitarian response, including preparedness and contingency planning.

Outcomes

The average score per capability for all partners of the IMPACT alliance in 2011 is shown in the following table. The 358 partners score highest on average on the capability to relate (3.1 average) and lowest on the capability to adapt and self-renew (2.7 average).

Capability	IMPACT alliance assessment
C1 Commit and act	2.9
C2 Achieve development results	3.0
C3 Relate	3.1
C4 Adapt and self-renew	2.7
C5 Achieve coherence	2.8
Total	2.9

In some cases the scores of the self-assessment done by partners match those of the IMPACT alliance. Sometimes the self-assessment scores are lower, but in most cases the partners score themselves a bit higher (about half a point at a scale of 0-5) than the responsible project officer of the IMPACT alliance. Although average scores differ, the pattern in both assessments match. This was already explained in the MFS-II baseline report of the IMPACT alliance (July 2011).

Partners and staff of the IMPACT alliance are in agreement on the priorities for capacity development work. The top 2 priorities are related to the financial position of partner organisations and the area of strategic and operational planning. This matches with the decision to focus the contribution of the IMPACT alliance on financial sustainability, which includes the capacity to maintain effective relations with donors, proper contract administration and delivering the agreed results based on a well-conceived strategic and operational plan.

2.4 Strengthening Civil Society

The IMPACT alliance believes that empowered citizens are accountable and driving forces behind social change. Helping to build strong civil society organisations and social movements is a means to contribute to social change. Yet in some special cases, helping to build strong civil society organisations and social movements is an end in itself. In 2011 the alliance prepared to measure to what extent its support to civil society organisations and social movement actually does strengthen them. The IMPACT alliance's monitoring of the state of civil society includes a baseline study, which was done in tandem with updating the context analysis section of its country strategies. This section deals with this baseline of the Ministry of Foreign Affairs main category: "Strengthening Civil Society".

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. The use of these dimensions is in line with Ministry of Foreign Affairs requirements. 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. Please note that, as a result of the way these 12 key questions were formulated, this baseline focuses on partners only, which is just a section of civil society. 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".

The IMPACT alliance has chosen to monitor the strength of civil society systematically in eleven countries: Afghanistan, Bangladesh, Cambodia, Democratic Republic of Congo, Mali, Mozambique, Niger, OPTI, Pakistan, South Sudan, and Uganda. 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.

Key questions were:

- 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 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?
- 3 To what extent are partner organisations and alliances organised in network/umbrella organisations and do they represent CBOs and other actors?
- 4 To what extent do partner organisations, networks and alliances share information and do they collaborate in joint analysis in order to function effectively?
- 5 To what extent are financial resources of partner organisations and alliances diversified with sound internal financial and human resource management?
- 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)?
- 7 To what extent are partner organisations and the CSOs they support transparent on financial information, and to what extent do staff respect internal procedures (code of conduct)?
- 8 To what extent are partner organisations and the CSOs they support considered as partners by local government and private sector?
- 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?
- 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?
- 11 To what extent 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)?
- 12 To what extent do partner organisations take into account and participate in studies of civil society in the country they work in?
- 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.
- 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?

Answers could be given by using scores from 0 to 5, in line with the Civicus scores and the ones used in the 5C tool. 0 = Not at all/absent; 1 = Low; 2 = Moderate; 3 = Considerable; 4 = High; 5 = Fully/completely.

What follows is an analysis of the results, plus an overview of the results themselves (in the table below). The results of this baseline have been communicated extensively to the Ministry of Foreign Affairs in a report entitled: MFS II baseline IMPACT alliance “Strengthening Civil Society”.

An overall analysis of the results leads to the following observations:

- **The highest overall score is on the “External environment” dimension.** This is caused by the high scores on question 11, the level of consultation when developing or elaborating country and actor strategies, and on question 12, the extent to which partner organisations take into account and participate in studies of civil society in the country they work in.
- **High scores on “Perception of impact” dimension** are mainly caused by the high scores on question 9, the extent to which partners provide services that respond to one or more basic social needs of their target groups, and question 8, the extent to which partner organisations and the CSOs they support are considered as partners by local government. However, the score on the other question in this dimension, question 10, is below average, mainly due to the limited influence of IMPACT alliance partner organisations on planning/budgeting/policy making of international organisations in the sectors they work in.
- **Considerably lower scores on the “Level of organisation” and “Practice of values” dimensions** are mainly explained by the low scores on question 14, the use of internet and social media, and question 13, the extent to which partner organisations are linked to global civil society. Other low scores are for question 5, on diversity of funding sources plus quality of management of human and financial resources, and question 7, on transparency on financial information.

These results will be taken into account when developing plans for partners’ individual and collective capacity building, and when renewing the partner portfolio. For question 13 the IMPACT alliance will concentrate on the link between national networks and the global civil society. Questions 5 and 7 are at the heart of plans for developing Southern partners’ capacities on contract management.

Scores per country on each of the key questions are given in the following table.

Dimension	Civic engagement		Level of organisation					Practice of values		Perception of Impact			Ext environment	
	# 1	# 2	# 3	# 4	# 13	# 14	# 5	# 6	# 7	# 8	# 9	# 10	# 11	# 12
Afghanistan	2.8	2	3,4	2	2	3	3.2	2,6	2	3,3	3,3	2	2,5	3,3
Bangladesh	2.1	2	2.5	2.5	2	2,5	2.2	2,2	2	2,4	3	2,4	4	3
Cambodia	3.7	3	3.7	3	2	3	2.9	3,5	3	2	4,2	2	4	4
DRC	2.5	0	2.7	3	2	1,5	2.2	2,5	1,5	1	3	2,5	3	2,7
Mali	3	3	3.5	3	3	1,5	1.5	3	2	4	3	1,5	4	3
Mozambique	2.9	2,5	2.8	2.8	2	0,5	2.2	2,4	3	3	2,9	2,8	4	3
Niger	3.7	2	3.5	2.5	2	1	2.5	2,5	3	2,5	4	3	4	3
OPTI	2.9	3	3.3	3.3	4	3	2.9	3	3	3	3,9	3	4	3,2
Pakistan	3	0	3	2	2	4	3	2	3	3	3	3	3	3
South Sudan	2.4	0	3.4	3.4	2	1	2.4	3	2	3,8	3,8	3,6	3	3,6
Uganda	3	0	2.7	3	0	2	2.2	3	3	2,9	3	3	3,5	3

3 ORGANISATION

This chapter summarises the IMPACT alliance's results from 2011. The figures presented are consolidated figures for all IMPACT alliance members: Oxfam Novib (*penvoerder*), 1% club, Butterfly Works, SOMO and HIRDA. Fairfood International is, as yet, not a full member but has observer status.

3.1 Own Contribution

The contribution of income sources, other than MFS2, for the IMPACT alliance for 2011 was 64.4 %

3.2 DG Norm (on salaries)

Based on the audited statements of all members of the alliance no director or employee has a salary exceeding the DG norm.

3.3 Efficiency

3.3.1 Pilots

2011 has been used to further develop initiatives on efficiency. Effort has been put into defining the scope of the intended pilots and resources have been put in place. A study of alternative methodologies commissioned by Oxfam Novib identified "value engineering" as having potential for systematically optimising the level of cost-efficiency and cost-effectiveness in the organisation, either by reducing costs or by increasing the functionality of an activity or strategy. Value management is the chosen approach for pilots on efficiency in 2012.

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

For 2011 the costs of management and administration were 2.9%. This relatively high percentage is mainly due to a relatively low level of approvals on projects (the "*Richtlijnen voor de Jaarverslaglegging 650*" prescribe approvals as the basis to be used in the annual accounts).

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

89.3% of total expenditure was spent on the objective of structural poverty reduction in 2011.

3.3.4 Costs of Fundraising (*Wervingskosten eigen fondswerving*)

The percentage of costs of fundraising related to income was 23.8% in 2011, a good start for staying in line with the CBF standard of not exceeding 25% for an individual organisation over a three-year average.

3.3.5 % operational costs (*uitvoeringskosten*)

For the full subsidy period a target for operational costs has been set at an average of 12%. The figure in 2011, based on transfers, was 10.8%. The expectation is that the target of maximum 12% as an average over the whole period is realistic.

3.4 Quality system

3.4.1 Measures external audits

Oxfam Novib has implemented a quality management system which is certified according to the international ISO 9001:2008 standard. The scope of this certificate includes all processes both at head office and country offices. In 2011 the main focus was the development and implementation of the processes and procedures of the country offices. One of the elements of certification is to verify whether all processes have been implemented well. Both internal and external audits coordinated by the staff bureau Quality and Control are conducted for this verification. Our external certification body is SGS. In 2011 they visited our head office and the country offices in Pakistan and Nairobi (working for Somalia and South Sudan). At this moment all findings from external audits have been closed. In all countries where new decentralised offices have started in 2011 internal audits have been performed and based on these audits final decisions have been taken by the board of directors on whether or not to decentralise the full operations to the countries involved⁷. Follow-up on the findings is coordinated by the Quality and Control department of Oxfam Novib.

⁷ Countries that have decentralised in 2011 are: Pakistan, Mali, OPTI, DRC, Somalia and Vietnam.

3.4.2 Progress compliance, *O toets*

Being responsible as main contractor in the IMPACT alliance Oxfam Novib has made agreements with all alliance partner for full compliance to 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.

As a start in the alliance PwC advised Butterfly Works and HIRDA on further improvement of their administrative organisation. Verification also takes place within a system on internal audits conducted by the department Quality and Control of Oxfam Novib. Improvements identified are part of the monitoring in the Balanced Score Cards. SOMO and Fairfood International are also certified ISO9001:2008 organisations.

3.4.3 Sanction policy

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

3.5 Spent in partner countries (*Besteding partnerlanden*)

Already 61% of income is being spent in the defined partner countries. Strategic choices led to this percentage. This 61% is fully compliant with the 60% that should be reached at the end of 2015.

3.6 Partner policy

3.6.1 Innovation project capacity development of partner organisations

Oxfam Novib has defined capacity development as an area for innovation. Of course capacity development is not a new topic, but the changing development landscape, the changing role that international NGOs play and the new strategic plan require a new direction in this area. Therefore an innovative project started in 2011 with the following objectives:

- 1 Policy formulation for Oxfam Novib's role in capacity development of partner organisations
- 2 Planning for implementation of this policy
- 3 Development of a tool to monitor capacity development based on the 5C model
- 4 Baseline for the organisational capacity of partner organisations

With regard to policy formulation, a decision was made to focus Oxfam Novib's own role on the areas of contract management for the financial sustainability of partner organisations and the capacity of partner organisations to respond to humanitarian crises in accordance with humanitarian quality standards (this includes attention to preparedness and contingency planning). This policy choice will be further developed and described in 2012. This will be followed by the development of an implementation plan, including the proper place and budget allocation for both topics within Oxfam Novib.

The 5C monitoring tool has been developed and the baseline was carried out (see 2.3). Based on the results of the baseline, the IMPACT alliance will discuss priorities for capacity development with its partner organisations.

3.6.2 Sustainability and independence of partner organisations

Independence of partner organisations is key in Oxfam Novib's partner policy. This includes their financial sustainability, which has been chosen as one of the two focus areas for the new capacity development policy. In view of the general guideline to work with partner organisations for a maximum duration of 12 years, the issue of financial stability is also very relevant. Strengthening their financial position has come out of the 5C assessments as the top priority for the group of partner organisations that the IMPACT alliance currently works with. The operationalisation of financial sustainability will get specific attention in 2012, when Oxfam Novib's capacity development policy will be spelled out. This will include specific indicators for monitoring, and be based on 5 pillars for a stable financial position:

Strong corporate profile and image, with clear unique selling points, is key to attract funding.

Strategic and financial planning: a good strategy and realistic plan to achieve the proposed organisational objectives related to fulfilling the organisational mission and covering administrative costs.

Income diversification: a variety of sources of income, in proportion to reduce vulnerability if one donor pulls out, with an eye to the future as well as meeting today's needs. This means building the confidence of funders or donors (both private as well as institutional) over time by delivering what has been agreed, correct management, accountability and reporting and maintaining open and constructive relations with donors and partners.

Sound administration and finance: Assessing and managing risks; efficient procedures for administration and finances are governed by a series of institutional policies that help to make the most of the organisation's resources and ensure transparency in fiscal management. It also helps an organisation to organise its contract management adequately for different donors.

Own income generation and having a reserve: Institutional funds tend not to cover overhead expenses fully, meaning a project's costs can exceed the amount received. Own income generation focuses on generating unrestricted income which the organisation is free to choose how to spend (as long as it contributes to the organisation's mission, and is spent effectively, efficiently and transparently). Unrestricted income can be used to make investments to acquire funding, continue employment of staff between projects, and for contingencies.

3.7 Harmonisation and complementarity⁸

AFGHANISTAN

Consultation with civic organisations

Oxfam

Oxfam Novib is managing affiliate in Afghanistan. During the course of 2011, further collaboration took place within the Oxfam Country Leadership Team to work towards a Single Management Structure. Go live is planned for June 2013. The humanitarian country Contingency Plan (CP) was revised jointly in June 2011 and partner capacity assessments are being carried out for both Oxfam GB and Oxfam Novib partners. Oxfam Novib has played the lead humanitarian role during the drought crisis, with a jointly-formulated strategy.

Dutch civil society organisations

Coordination between Dutch civil society organisations working in Afghanistan has been less than anticipated due to the withdrawal of Dutch troops from Uruzghan. Oxfam Novib and Cordaid have continued coordination in several ad hoc events. Oxfam Novib and Cordaid are active members of the steering committee of the European Network for NGOs working in Afghanistan. Oxfam Novib is co-financing a programme on advocacy in different EU member states on Afghanistan, which is led by the Swedish Committee for Afghanistan.

Consultation with Dutch bilateral assistance and that of other donors

Consultation with Dutch bilateral assistance takes place on a regular basis through liaison with the Royal Netherlands Embassy (RNE) in Kabul and active participation in all platform discussions organised by the Ministry of Foreign Affairs. Some Oxfam Novib partners have been contracted by the RNE for support in the implementation of bilateral development initiatives in Uruzghan and recently in Kunduz. The RNE also contracted Oxfam Great Britain in liaison with Oxfam Novib for carrying out a programme which will focus on women, peace and security (UN resolution 1325) and access to justice for women (called FLOW programme).

During 2011, Oxfam Novib signed contracts for three years with DfID for a women's economic empowerment project in Kabul, Jalalabad, Herat and Mazar-e-Sharif. At the year's end, Oxfam Novib and SIDA were negotiating an additional SIDA contribution to this programme. Australian Aid financed a small drought response project for resettled communities in Faryab (via Oxfam Australia), while Canadian CIDA has been approached for similar drought response projects via Oxfam Canada. In close collaboration with Oxfam GB, a joint proposal on Voice for Afghanistan's Future – Promoting the Rights & Voices of Afghanistan's Youth and Children was approved by SIDA. The programme will be implemented in Kabul, Mazar, Daikundi and Badakhshan. Initial discussions have been held with UNICEF on a strategic partnership on water and sanitation, food security and nutrition programmes.

Relevancy in relation to government policy

- **The right to essential services:** Though the ministry of Education (MoE) is considered one of the more successful ministries, and the numbers of girls and boys going to school in Afghanistan have increased over the last ten years, there remain enormous challenges. Gaps in education policies are focus areas for Oxfam Novib. To promote innovative education methods favourable for girls, Oxfam Novib (with support of Oxfam Hong Kong and IMPACT alliance partner Butterfly Works) is implementing a distant education approach to upgrade curricula and skills of teachers in secondary education, making use of interactive multimedia methods. This is still a pilot with the intention to upscale it to a national level through the MoE. The 'My rights, My voice' project is also focusing on the rights of youth to education, basic health services and sexual and reproductive health rights. Oxfam Novib partners are involved in an education campaign called 'yes she can', emphasizing the rights of all Afghans, and in particular girls and disadvantaged groups, to good quality education. Oxfam Novib supports the setting up of an Education Watch within a broader context of Social Watch, to monitor policy implementation and budgets.
- **Right to life and security:** Within the Rights in Crisis campaign, Oxfam Novib leads in developing and coordinating the lobby and media work for Afghanistan. In October, Oxfam published the report 'A Place at the Table: Safeguarding Women's Rights in Afghanistan' together with Afghan female activist Orzala Nemat. Oxfam also spearheaded advocacy around the drought and subsequent food crisis and, working in coalition with other agencies, published a series of lobby notes, statements and press releases, leading to major donors such as the US, EC and Australia releasing additional funds.

⁸ This note is repeated under each country in order to distribute to the respective RNE's: Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

BANGLADESH⁹

Consultation with civic organisations

Oxfam

Oxfam Novib is implementing affiliate in Bangladesh together with Oxfam Hong Kong and Oxfam Australia, while Oxfam GB will be the managing affiliate. The Joint Country Analysis and Strategy (JCAS) has been drafted and should be finalised in mid-2012, a further mapping of partners and programmes has been done, and a draft agreement has been made on coordination of partner portfolios. Go-live for SMS is planned for November 2012.

Dutch civil society organisations

Coordination between Dutch civil society organisations working in Bangladesh has continued in the BOOM platform (Bangladesh Overleg Ontwikkelingssamenwerking and Mensenrechten). Two plenary meetings took place as well as a meeting at DGIS with new staff of the Royal Netherlands Embassy (RNE). In view of the fact that almost all staff at the RNE in Dhaka started in the late summer of 2011, the annual face-to-face meeting with the RNE in Dhaka has been postponed to the first quarter of 2012.

Consultation with Dutch bilateral assistance and with other donors

Consultation with Dutch bilateral assistance, Ministry of Foreign Affairs and RNE Dhaka is done via BOOM, as described above. In addition, bilateral meetings with the RNE have taken place on specific themes, such as Sexual and Reproductive Health Rights (SRHR), on which a 5-year education programme has been developed with 5 partners (BRAC, BNPS, HASAB, CAMPE, FPAB) and presented to several donors in bilateral meetings with AusAid and DFID. This has not yet led to firm commitments for funding, but can be considered as a starting phase and relations have been built. Edutainment is an important component of the SRHR programme, for which funding was obtained from the UN Trust Fund. Bangladesh is one of the two pilot countries in the programme with the UN Trust Fund, and partners BRAC, We Can and STEPS will likely implement the programme.

Coordination with donors on specific programmes with specific partner organisations has continued through donor consortia to direct funding to one programme strategy and to lower monitoring, overhead and administrative costs. In Bangladesh, Oxfam Novib is part of the following donor consortia:

- BRAC Challenging Frontiers of Poverty Reduction programme (with DFID, CIDA and AUSAID)
- BRAC education programme (with RNE, although they will phase out their funding to the BRAC education programme), DFID, CIDA and AUSAID)
- CAMPE (with RNE, although they will phase out their funding to the CAMPE education programme) and SDC)
- BLAST (with DANIDA)
- STEPS (with RNE and SIDA)
- ASK (with NETZ, DANIDA, SIDA and NORAD).

Relevance in relation to government policy

- **Right to basic social services:** Oxfams and partners have started a partner-led, local campaign called Amar Odhikar Campaign (AOC, My Rights Campaign) on the right to essential services in 2008. The first phase of the campaign focused on access to and quality of primary education. After pressure exerted in collaboration with other civil society actors and stakeholders, 3 of the 5 campaign demands were met in the National Education Policy in 2010. In the light of these achievements, AOC changed its strategic plan and developed a new strategic direction for the second phase of the campaign, moving away from access to education and focusing on 1) effective implementation of the National Education Policy (through budget monitoring, dialogue with government and evidence based advocacy) and 2) improving the quality of education (through modelling new education methods, creating active citizenship and monitoring the quality of teachers).
- **Right to an identity:** After Bangladesh adopted the Domestic Violence (Protection and Prevention) Act 2010, partners such as We Can Alliance, STEPS and ASK will now put more attention and efforts towards operationalising and monitoring the implementation of the act.

⁹ Within Oxfam there is a Single Management Structure (SMS) with each country having one “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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

CAMBODIA¹⁰

Consultation with civil society organisations

Oxfam

Oxfam Novib is managing affiliate in Cambodia. In 2011 the Oxfams agreed on a Joint Country Analysis and Strategy (JCAS) in close consultations with leading Cambodian NGOs and with the Cambodian partners of all Oxfam affiliates. To enhance aid effectiveness, the decision was made that out of the seven Oxfam affiliates operating in Cambodia only four would continue: Oxfam GB, Oxfam America, Oxfam Belgium, and Oxfam Novib. Oxfam Novib appointed an Oxfam Country Director, who will start overseeing the implementation of this joint framework as per February 1, 2012. Finally it was decided to integrate the staff of the remaining affiliates in one shared building. Cambodia will be an ICT model/pilot for Oxfam International, and Oxfam Novib will lead on this.

With Dutch bilateral and civil society actors:

Regular contacts exist and meetings were held between ICCO and Oxfam Novib, in line with the informal agreement to coordinate ICCO and Oxfam Novib support to partners in Cambodia. As per the agreement for MFSII Oxfam Novib has stopped its work on HIV/AIDS and handed it over to ICCO. The planned assessment of how Agri-ProFocus could be involved did not take place.

Consultation with Dutch bilateral assistance and with other donors

There is no bilateral assistance from the Netherlands to Cambodia.

Relevance in relation to government policy

- **Right to a sustainable livelihood:** Sustainable livelihood is one of the main priorities of the Cambodian government. Oxfam Novib's activities in this area contribute to the priorities of the government. The December 2011 evaluation of the work of Oxfam Novib's partner Padek concluded that its integrated model has proven to be effective for sustainable community development, in particular the position of women. There is considerable enthusiasm from beneficiaries to participate in the activities.
- **Right to social and political participation:** Oxfam Novib's partners face increasing difficulties implementing their activities because of restrictions on people travelling to attend meetings and threats to their staff members. The government is attempting to enshrine these restrictions with a law to regulate the activity of NGOs (the NGO law). Oxfam Novib's partner The NGO Forum was one of the civil society networks that played a positive role in responding to the draft law by facilitating, coordinating and giving a voice to the numerous local NGOs in Cambodia. Oxfam has been very active in the national civil society networks NGO Forum on Cambodia and the Cooperation Committee for Cambodia. Both networks also regularly bring "civil society" concerns to the government and important donors. Due to excellent collaboration and persistent advocacy the NGOs managed to have the introduction of the NGO law rethought and postponed to 2014. The lesson learned in 2011 is that is very important to speak with a collective voice (as Oxfam, INGOs and civil society) and to properly discuss with the government in a balanced way – that is, challenging while maintaining the dialogue.
- **Right to an identity:** Oxfam Novib's partners, such CPWP (the Committee for Promotion of Women in Politics), continued to work on policy research and dialogue to influence the national and local political agenda to respond to women's and children's needs and rights. Several partners jointly organised the National Women Leaders Forum with the Ministry of Women Affairs and the Ministry of Interior in November 2011 which was opened by the Minister of the Interior and closed by the Prime Minister. The Prime Minister commended the joint efforts of the public, civil society and private sectors to uphold the participation of those women in all levels, indicating the government's will to form a supportive environment for women to fully participate in national development.

¹⁰ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

DRC¹¹

Consultation with civic organisations

Oxfam

Oxfam Novib is an implementing affiliate in DRC, along with Oxfam Belgium and Oxfam Quebec. Oxfam GB is the managing affiliate. The Joint Country Analysis and Strategy (JCAS) was approved and the Single Management Structure will go live in April 2012. The Oxfam affiliates in Bukavu will share offices and related costs. The Oxfam International campaign 'We Can end all violence against women' was implemented in 2011 and is continued in 2012.

Dutch civil society organisations and other international NGOs

Cooperation between Dutch development aid agencies in DRC (ICCO, Cordaid, Oxfam Novib) progressed slowly due to a high rate of turnover of senior staff related to budget cuts and organisational changes, and because of disruptions during the period of elections at the end of the year. At provincial level Dutch NGOs participated in monthly Chefs de Mission meetings to discuss issues of common interest (security, agreements with governments, government regulations). It was planned in 2011 to discuss with Agri-ProFocus the opportunities to establish a sub-hub in eastern DR Congo. Due to changes in staff, however, this will now happen in 2012. Under the responsibility of OGB a consultancy on essential services has been prepared for early 2012. The Victims of Sexual Violence Programme that Oxfam Novib executes in Kiroche district of Kivu Nord Province, together with the provincial Ministry of Health and the Belgium NGO Cemubac, uses the performance-based finance model developed by Cordaid to determine costs and inputs by the various partners.

Consultation with Dutch bilateral assistance and with other donors

There is regular consultation between Dutch NGOs and diplomatic staff in Goma and Kinshasa. The new bilateral policy of the Dutch government in DRC is yet to be finalised. With financial support from ECHO and DGIS, Oxfam Novib started a humanitarian capacity building programme with 10 local NGOs in Kivu Sud and Kivu Nord provinces.

Oxfam Novib has secured funding from the European Commission for a Victims of Sexual Violence programme in Kivu Nord province. The work of Oxfam Novib on conflict transformation is developed in close collaboration with the different clusters (security) established by the UN.

Relevance in relation to government policy

The strategy for Oxfam Novib is closely related to the objectives of the Poverty Reduction and Growth Strategy Paper (PGRSP) for DRC.

- **Right to a sustainable livelihood:** The intention to revitalise agricultural value chains resulted in support to Ugeafi (coffee) and APIDE (dairy) and contacts with GAMF, an umbrella organisation of MFIs in Kivu Sud province.
- **Right to basic social services:** One of the five pillars of the DRC PGPRS is improving access to social services and reducing vulnerability. The IMPACT alliance is strengthening the powers of NGOs to encourage national and provincial governments to spend more money on health, education and water. The system of performance-based finance is used in collaboration with NGOs and government in realising social services at provincial district level.
- **Right to life and security:** The first major pillar in the DRC PGRSP is promoting good governance and consolidating peace through institution building. The work of the IMPACT alliance and its partners is restricted to mediation and reconciliation at community level, through some partners address governance issues and human rights. The OI Rights in Crisis programme has been extended for another 2 years with a focus on Africa, women, peace and security.
- **Right to social and political participation:** The emphasis is on strengthening powers of civil society to hold government accountable for its responsibility in the delivery of essential social services, peace and security. This is also in line with the first major pillar of the DRC PGRSP.
- **Right to an identity:** THE PGRSP explicitly mentions the importance of combating HIV/AIDS and supporting dynamism at community level. The OI Rights in Crisis and We Can campaigns contribute to strengthen female leadership and address the issue of gender-based violence.

¹¹ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

MALI¹²

Consultation with civic organisation

Oxfam

Oxfam Novib is implementing affiliate in Mali with Oxfam America and Oxfam Belgium, while Oxfam Great Britain is the managing affiliate and humanitarian lead. A Joint Country Analysis and Strategy (JCAS) has been developed and SMS will go live in April 2012. The four Oxfam affiliates will be sharing the same new office building in Bamako. Oxfam Novib will lead on the 'right to basic social services'. Mali is a focus country for Oxfam's West Africa campaign, Education for All. Although Mali is not a GROW Campaign focus country, Oxfam will look with its partners at land grabbing and how it can feed into the campaign at regional and national levels.

Dutch civil society organisations

Oxfam Novib and ICCO have concluded a joint agreement to promote cooperation and complementarity. ICCO mainly focuses on local activities, while Oxfam Novib is more active in influencing policy and campaigns at national level. In addition, ten other Dutch organisations are active in Mali, including Agriterra, Kinderpostzegels Foundation, Aqua for All and IUCN. An exchange framework has been set up between these organisations for sharing information about programmes and to learn from each others' experiences.

Consultation with Dutch bilateral assistance and with other donors

Since 2002, the Royal Netherlands Embassy (RNE) and Dutch NGOs have worked together according to an agreed work plan to improve their quality and efficiency in education, health, citizenship and good governance. These agreements include the exchange of information, joint field visits with partners, an annual meeting in Mali between the RNE and the Dutch NGOs and an annual workshop on a topic of national interest. An agreement with SNV, the RNE and ICCO exists to facilitate the participation of civil society in the implementation, monitoring and evaluation of the National Strategy for Growth and Poverty Reduction (2007-2011).

For the last two years the RNE has been the focal point of the Technical and Financial Partners on Education in Mali. Last year a workshop was organised on the theme of security and development in northern Mali with Oxfam Novib partners, government and technical and financial partners. In 2011, contracts were signed with SIDA and Comic Relief for education programmes. The RNE and Oxfam Novib have also developed relationships with:

- European Commission: funding programme partners and mutual capacity building for civil society actors;
- The Danish Embassy: a co-financing programme to promote human rights with Oxfam Novib partner Deme So;
- Embassy of Sweden: negotiating to co-finance the budget tracking initiative.

Relevance in relation to government policy

In November 2011, the President of Mali, Amadou Toumani Toure, visited the Netherlands with his wife, Mrs. Traoré Touré Lobbo, who visited Oxfam Novib to explore opportunities of collaboration with her Foundation (the Malian first lady is active in education and HIV/AIDS for women in Mali). In its presentations Oxfam Novib emphasised its innovative programmes such as Quality Educators, in which the national curriculum plays an important role, and Learning about living. The discussions will continue in Mali. More generally, the "Strategic Framework for Growth and Poverty Reduction" is the overarching framework for all development policies in Mali. This framework is divided in sectoral health, education, agriculture and justice policies.

- **Right to a sustainable livelihood:** In agriculture, the government focuses on improving food security and strengthening access to markets and finance. Oxfam Novib's contribution is to strengthen the position of small producers by supporting their access to means of production and markets and their organisational capacities.
- **Right to basic social services:** Oxfam Novib partner PRODEC aims at improving access to basic social services and the fight against HIV/AIDS. Emphasis is placed on primary education, especially for girls. In this area, Oxfam Novib contributes by promoting the goal of equitable access for girls and boys to quality education.
- **Right to social and political participation:** Since 1992, the Government of Mali has opted for decentralisation as a strategy to increase the conscious participation of citizens in development processes. Oxfam Novib supports initiatives in the framework of its partners for citizen participation in public resource management, promotion of human rights, political and economic participation of women in decision making.

¹² Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

MOZAMBIQUE¹³

Consultation with civic organisations

Oxfam

Oxfam Novib is managing affiliate in Mozambique, and led the development of a Joint Country Analysis and Strategy (JCAS) by the Oxfam affiliates in Mozambique. External stakeholder meetings were organised with partners and donors to discuss priorities for Oxfam's work in Mozambique. The date foreseen for SMS to go live has been postponed to December 2012 because of human resources constraints. Also, a campaign plan for the Oxfam GROW campaign was developed with other Oxfams, Action Aid and Mozambican partners.

Dutch and international civil society organisations

Oxfam Novib is part of Agri-ProFocus, a partnership of Dutch organisations to promote farmer entrepreneurship. Meetings have been held with a specific focus on access to financial services, which is relevant for programmes on value chain development and access to markets. The AGIR programme's main focus is on aid effectiveness, governance and accountability. Together with three other international intermediary organisations, a total of at least 32 Mozambican organisations made advances in mutual accountability. The Oxfam Novib AGIR team engaged in dialogues with ten other donors on reducing transaction costs, increasing ownership of partners, and increasing mutual transparency and accountability.

Consultation with Dutch bilateral assistance and with other donors

Key agreements were made with Royal Netherlands Embassy (RNE) on support to joint partners to enhance complementary support to civil society and reduce transaction costs. The RNE and Oxfam Novib defined funding roles in relation to the Female Condom Programme and programmes on value change development, gender-based violence and governance. Oxfam Novib also continued existing relationships with the EC and SIDA.

Relevance in relation to government policy

- **Right to a sustainable livelihood:** Oxfam Novib continued working on sustainable rural livelihoods. Access to finances, adequate technologies and markets, if possible per value chain, are seen as essential in the PARPA (the Mozambican PRSP) as well as the government agriculture development plan. Oxfam Novib supported an increased number of small-scale producers accessing local rural finances and being actively involved in rural associations and movements.
- **Right to basic social services:** Access to quality education fits well within the Mozambican legal framework for education. Oxfam Novib works with partners on girl's retention to primary and secondary education involving communities and improving safety at schools for girls. Its work with partners focuses on the provision of Quality Sexual Reproductive Health Care and the promotion and distribution of female condoms, in a supportive government environment including the support of the First Lady of Mozambique.
- **Right to life and security:** As an emergency prone country, climate change is foreseen to impact negatively on health and opportunities to people. The government institution for disaster management and response (INGC) with the support of the UN multi-cluster system coordinates the response activities of partners at national and local level. Oxfam Novib supported Oxfam Intermon with the establishment of an adequate contingency stock and the government in its capacity for rapid assessment and support.
- **Right to social and political participation:** On paper the Mozambican government supports political participation of CSOs in policy development and implementation. However, in practice many other factors influence decision making. Oxfam Novib responded to the space created by the government for CSO participation by increasing the number of partners working in this area and diversifying interventions on governance and accountability.
- **Right to an identity:** Mozambican government policies favour participation of women in politics, protection from discrimination and women's rights. There is a national gender policy and a law on domestic violence against women. The Dutch Embassy and Oxfam Novib worked together in a joint strategy on gender based violence (Schokland Agreement) to change the norms and values on gender relations and violence. Oxfam Novib support partners to lobby and advocate for women's rights and provide services to victims.

¹³ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

NIGER¹⁴

Consultation with civic organisations

Oxfam

Oxfam Novib is the managing affiliate in Niger; Oxfam GB and Oxfam Quebec are the two implementing affiliates. The Joint Country Analysis and Strategy (JCAS) was developed and the SMS process was completed in 2011, with go-live in January 2012. Within this new structure, Oxfam Novib is leading and coordinating the interventions of Oxfam in the humanitarian sector as well as good governance and civic participation.

Dutch and international civil society organisations:

Oxfam remains the larger MFO in Niger. Agri-ProFocus has made a major step forward with a joint programme around value chains research and programmes at local level. Oxfam has also worked with the African Study Centre in Leiden on the migration patterns of Peulh (Foulani) nomads of Niger in Nigeria. Together with Care International and five Nigerian partners, Oxfam Novib implemented a nation-wide capacity-building programme on Local Early Warning System (LEWS), an important tool for the local communities to monitor the local food security situation and improve their response tools and capacities. It also participated on the setting up of an International Consortium on Humanitarian Capacity Building, which is led by CARE International.

Consultation with Dutch bilateral assistance and with other donors

The Netherlands has no formal representation in Niger, but is covered by the RNE in Burkina Faso. The new Dutch Honorary Consul was appointed in 2011. Oxfam received direct financial support in 2011 from the European Union, the Humanitarian Office of the EC (ECHO), the US humanitarian assistance (OFDA) and the Spanish government (AECID). As humanitarian coordinator of the Oxfams in Niger, Oxfam Novib is also in direct coordination on food crises with various UN agencies, donors and governmental bodies.

Relevance in relation to government policy

- **Right to a sustainable livelihood:** Oxfam continued its supports to farmers' and pastoralists' organisations based on the national rural development strategy (SDR). It supports a federation to influence politics on movement and security of pastoralists, and through Agri-ProFocus showcases best practices to influence agricultural politics. A consortium of human right organisations and farmers' and pastoralists' federations managed, with the support of Oxfam, to integrate the Right to Food in the national law. The recent launch of the 3N initiative (Nigeriens feed Nigeriens), a governmental structure covered by the Prime Minister, aims at bridging response to emergencies and long-term resilience building in terms of institutions as well as programmes. This is a promising first step to meet government commitments to tackle the chronic food and nutrition crisis in the country.
- **Right to basic social services:** An Oxfam programme on education has been developed based on the pillars of access, quality and governance. Oxfam follows the national education policy (PDDE) to influence the priorities of the system and track budgets, and advocates for the scaling up of innovative Oxfam programmes in the national education policy.
- **Right to life and security:** Oxfam plays a coordination role in Niger for the international NGOs in the UN-led Humanitarian Country Team and the Comité Restreint de Coordination of the National Coordination "Dispositif" led by the Niger government. Oxfam and several partners engaged in recovery response. A workshop with partners discussed lessons learnt from the previous crisis and Oxfam drafted the humanitarian strategy for 2012. Oxfam collaborates in the Emergency Capacity Building consortium of international NGOs to improve coordination in humanitarian preparedness and response. It has also been a key player in the Cash Active Learning Partnership initiative, an programme aimed at improving coordination of cash-based interventions.
- **Right to social and political participation:** Oxfam Novib supported a cross-sector budget tracking programme with its partner Alternative – Citizen Spaces and with ROTAB a federation on "publish what you pay", to support citizens to track budgets and learn about their rights in relation to extractive industries. On national level the partner ACS is tracking various state budgets.
- **Right to an identity:** Oxfam Novib and partners participated in the 'We Can' (End all Violence against Women) campaign, coordinated by Oxfam Quebec, to influence both people and government.

¹⁴ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

OPTI¹⁵

Consultation with civic organisations

Oxfam

Oxfam Novib will be managing affiliate in OPTI. All Oxfams active in OPTI agreed on the Joint Country Analysis and Strategy (JCAS) guiding their activities. Oxfam Novib currently leads the Oxfam Country Leadership Team, a co-ordination mechanism for aligning the work of the five Oxfam affiliates active in OPTI (Oxfam Novib, Oxfam Great Britain, Oxfam Quebec, Oxfam Italia, and Oxfam in Belgium).

Consultation with Dutch bilateral assistance and with other donors

Oxfam Novib's work complements the aim of the Dutch government to achieve a democratic Palestinian state alongside Israel as part of a two state solution. Since late 2011, meetings between the Dutch NGOs present in OPTI and the Netherlands Representative Office (NRO) have taken place to strengthen coordination and explore operational cooperation between the organisations; programmatic and policy coherence will be further strengthened in the coming months. The work of Oxfam Novib complements the NRO's strategic focus theme of good governance in its 2008-2011 Multi-Annual Strategic Plan. Oxfam Novib partners seek to hold the authorities in the West Bank and Gaza accountable for their violations of human rights and abuse of power while the NRO seeks to promote transparency and democratisation of state institutions through various means. Oxfam Novib is also engaged in promoting rule of law work, also one of the key focus areas of the NRO. Both the RNE in Tel Aviv and Oxfam Novib partners monitor the situation of human rights defenders in Israel.

Oxfam Novib is also a member of various donor consortia with e.g. SIDA and Danida. Co-ordination on humanitarian programmes is intensive, and Oxfam Novib has been instrumental in ensuring that experience and perspectives of local partners are included in setting the agenda. 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 (OHCHR)-led Protection Cluster Working Group; Association of International Development Agencies; and the Humanitarian Country Team led by United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA-OPT). Oxfam Novib participates in the INGO Gender Working Group set up to co-ordinate work of international aid organisations on gender justice and women's rights. Working relationships have been established with the EC and SIDA, and funding secured from the Sharjah-based Salam Ya Sugar fund.

Relevancy in relation to government policy

- **Right to a sustainable livelihood:** Oxfam Novib's partners have engaged in influencing agriculture-related policies of the Palestinian Authority, especially on strengthening agro-based industries and products, land registration etc.
- **Right to basic social services:** Local partners have contributed towards the development of the Palestinian National Health Strategy 2011-2013. Palestinian refugees in Lebanon continue to be served by Oxfam Novib's partner PARD. 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 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. 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 continue to provide legal aid and advice to individuals affected by authorities in the occupied Palestinian territory and Israel. The partners raise attacks on freedom of association and assembly at national and regional level with UN mechanisms, embassies and media.
- **Right to an identity:** In 2011, a new Cross-Sectoral National Gender Strategy was launched by the PA Ministry of Women's Affairs to which a number of Oxfam Novib partners contributed. The partners continue to work with Sharia 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.

¹⁵ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

PAKISTAN¹⁶

Consultation with civic organisations

Oxfam

Oxfam Novib is implementing affiliate in Pakistan, with Oxfam GB as managing affiliate. Preparations for the Joint Country Analysis and Strategy (JCAS) continued in 2011 and will involve decisions on a thematic focus for Oxfam Novib in 2012. In the programme 'right to a sustainable livelihood' Oxfam Novib will focus on water issues whereas Oxfam GB will focus on land issues. Preparations were made for joint programming under the Oxfam global GROW campaign and collaborative initiatives for media activities.

Dutch civil society organisations

Coordination with ICCO and WPF through regular meetings continued in 2011. Oxfam Novib sees more opportunities to develop more systematic synergies with SNV by exchanging technical support and building strategic alliances in the area of value chain development, livelihood, water and sanitation, biodiversity and climate change. For this purpose some meetings were held with SNV thematic experts during 2011. Oxfam Novib and ICCO continued their efforts to create synergy in their food security programme in Central and Southern Punjab and Sindh. There are distinct networks, but some contacts are in common such as with Roots and PILER. Oxfam Novib will phase out from PILER and will suggest ICCO to take over the relationship.

Consultation with Dutch bilateral assistance and with other donors

Pakistan is not a priority country for the Dutch government, but funding for the Afghanistan and Pakistan regions is available under stability funds. No funding requests are pending for Pakistan. Two projects to mainstream sexual and reproductive health rights in education curricula were approved by the Research and Advocacy Fund (RAF) and Swedish International Development Agency (SIDA) and will be implemented in 2012. In 2011 the European Commission (EC) contributed to an Oxfam Novib food security project to improve competitiveness of farm production and nutrition at household level, and Oxfam Novib has built an alliance of likeminded INGOs (Plan International, World Vision, Muslim Aid and AKRSP) which have extensive experience of working in food security with a view to securing EC funding. This group holds regular meetings to keep updated on each other's work and the plan is to develop this into a livelihood group with further collaboration on practice and policy. A project focusing on the human rights of marginalised communities in five districts of South Punjab was approved by AusAid in 2011 and will be implemented during 2012.

Relevance in relation to government policy

The passing of the 18th Amendment led to greater autonomy to the provinces. While long term benefits are foreseen, short term problems have been created. With devolution of certain ministries there are new groups to liaise and build relationship with, geographically more spread and with provincial governments not yet ready to take ownership. Many activities of Oxfam Novib partners, particularly on advocacy and lobbying, have stagnated due to the ambiguities of the devolution process, though partners have successes influencing provincial policies.

- **Right to a sustainable livelihood:** Partner PFF implemented an effective advocacy initiative through involving fisherfolk communities with line agencies and provisional government. This has resulted in the abolition of the contract/lease system on fishing, decreasing the incidence of exploitation as powerful groups minimise the access of marginalised groups to natural resources.
- **Right to basic social services:** Government policy does not integrate sexual and reproductive health issues (including HIV/AIDS) in education. Oxfam Novib partner Aahung has worked closely with the Population Welfare Department of Sindh to integrate reproductive health education in government schools across Sindh.
- **Right to life and security:** Contingency plans at provincial level were drafted in consultation with partners, and there is a nationwide peace campaign.
- **Right to an identity:** A consortium of three partners – Dastak, Rozan, and Shirkat Gah – started in 2011 a joint programme to improve policy and practices of government protection shelters. The consortium aims to improve the quality of women centres managed by the federal state and Dar-ul-Amans by provincial government by introducing standard operating procedures and training staff.

¹⁶ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

SUDAN¹⁷

Consultation with civic organisations

Oxfam

Following the independence of South Sudan in July 2011, Oxfam America became managing affiliate in the North and Oxfam GB in the South. Oxfam Novib is the only Oxfam present as implementing affiliate in both North and South. For North Sudan, the process to develop a Joint Country Analysis and Strategy (JCAS) has not yet started. In South Sudan, the process of developing a JCAS started at the end of 2011 but has been delayed by staff changes. There were extensive consultations with NGOs and other stakeholders as a preparation for the JCAS and the handover of the South Sudan portfolio to a new Oxfam Novib team.

Dutch civil society organisations

Oxfam Novib met in June 2011 with other Dutch NGOs to discuss the context of working in North Sudan. All NGOs are confronted with bureaucratic impediments which make it difficult to support partners or implement programmes. Meetings were held with Sudanese consultants to discuss the political climate in the country, and the conclusion was that this is not the right moment for Oxfam Novib to open an office in North Sudan. Oxfam Novib has regular contact with one Dutch organisation ZOA as they both support the same partner. With Cordaid there are also regular meetings in the Netherlands, and with ICCO meetings were held in Juba.

Consultation with Dutch bilateral assistance and with other donors

A meeting was held with the Royal Netherlands Embassy (RNE) to discuss the situation in South Kordofan, where 2 partners are working and delivering small scale humanitarian assistance. This meeting resulted in regular exchange of information, and a follow up meeting was planned for early 2012. In the Netherlands Oxfam Novib participated twice in meetings organised by the Dutch Ministry of Foreign Affairs and Clingendael.

Relevance in relation to government policy

- **Right to a sustainable livelihood:** In Sudan the government is interested in improving food production and innovation in agriculture. The work of two Oxfam Novib partners is in line with this policy, and highly appreciated by the local government. The Central Bank of Sudan is active on the development of microfinance institutions and one partner of Oxfam Novib is implementing programmes of the Central Bank. In South Sudan the government is still formulating a policy on food security. For microfinance institutes there is more progress in policy development and implementation, and two of Oxfam Novib's partners are actively involved in developing the policy and implementing parts of the national programme.
- **Right to basic social services:** In Sudan two partners of Oxfam Novib are involved in adult literacy programmes. In South Sudan the government has developed an ambitious policy to train teachers and organise adult literacy classes. Two of Oxfam Novib's partners are involved. One is organising a teacher training institute which has been recognised by the government as an official institute. The other is organising a pilot project for the REFLECT methodology. The Ministry of Education is interested in the results of this pilot project.
- **Right to life and security:** In Sudan, as there are still conflicts in the border area, the insecurity of communities has deteriorated, and partners were involved in small-scale humanitarian assistance.
- **Right to social and political participation:** In Sudan the government is changing its policy on freedom of media, and this is causing frequent human rights violations, with students, journalists and editors as victims. So far Oxfam Novib partners have been able to continue with their activities. In South Sudan the government is still developing its policies. Two Oxfam Novib partners are involved in developing radio messaging on gender based violence and civic education.
- **Right to an identity:** In Sudan, after the split of the country, the government has started with formulating a new constituency. Sharia law might be implemented. One Oxfam Novib partner is working on an alternative proposal for family law, and politicians and religious leaders are interested to participate in this discussion.

¹⁷ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

Consultation with civic organisations

Oxfam

Oxfam Novib is managing affiliate in Uganda. The development of the Joint Oxfam Country Analysis and Strategy (JCAS) will be finalised early 2012 and the Oxfam SMS should go live in July 2012. Collaboration took place in the context of the Oxfam GROW Campaign, where Uganda was included as a case, and Oxfam Ireland and Oxfam Novib continued their collaboration on mainstreaming HIV/AIDS in livelihoods programming. In 2011, Oxfam Novib continued cooperation with Oxfam GB in the 'WE CAN' campaign on domestic violence.

Dutch civil society organisations

Oxfam Novib is member of Agri-ProFocus, which coordinates the investments of most Dutch organisations in Uganda in the field of agriculture and livestock. In 2011, the Royal Netherlands Embassy (RNE) consulted Agri-ProFocus on its policy shift from education to food security. Oxfam Novib, represented by Oxfam GB, participated in this consultation. With Oxfam Novib leading, Edukans, ICCO, ICS, SNV-Uganda, Terre des Hommes, ZOA and Warchild Holland have continued their cooperation under the umbrella of the LEARN Platform and with the RNE in Uganda. The aim is to promote complementarity in these organisations' work in Uganda and facilitate linking and learning among the members and other stakeholders. To this end, in 2011, the Platform organised two field visits to projects of members in northern Uganda, it started a web-based LEARN members' forum for information exchange and sharing of experiences and it did a desk research on good practices of community and parental involvement in primary education, which will be followed by field research and documentation in 2012.

Oxfam Novib's programme on social and political participation is being coordinated with Hivos, ICCO, Cordaid, Mensen met een Missie and Pax Christie, organised in the Dutch Uganda Platform (DUP). In 2011, they continued to support the joint Uganda Governance Monitoring Platform (UGMP), monitoring the government on democracy, human rights and the conflict in northern Uganda. In 2011, UGMP published the 2010 Annual Monitoring report followed by various public events to raise awareness. The DUP met with members of parliament and officers of the Dutch Ministry of Foreign Affairs for information sharing and lobbying on Uganda. Key issues during these meetings were the role and potential of civil society in Uganda. Due to the decentralisation of Hivos, ICCO and Oxfam Novib, the DUP will have to rethink its consultation structure.

Consultation with Dutch bilateral assistance and with other donors:

The European Commission (EC) supported Oxfam Novib's work in various projects. A concept note for a youth employment project (Northern Ugandan Youth Empowerment Initiative, NUYEI) was accepted and a full proposal has been submitted. Hivos and Oxfam Novib continued their joint project CEW-IT (Citizen's Election Watch using modern Information and Communication Technology) in rural areas in northern and western Uganda, which started in 2010 with EC funding. A third phase of this project, submitted by Hivos and titled "Enhancing civic competence to strengthen social accountability in 30 districts in 5 regions" was approved. Finally, Oxfam Novib received a grant from the EC for the "Capacity for Research and Advocacy for Fair Taxation (CRAFT)" project.

Relevance in relation to government policy

- **Right to a sustainable livelihood:** The Netherlands government has prioritised food security, so the RNE in Kampala has changed policy from education to food security. Land grabbing is an increasing phenomenon in Uganda that is not being addressed by the government. In 2011, Oxfam Novib started the Oxfam GROW Campaign, of which Uganda is one of the focus countries, publicly addressing cases of land grabbing.
- **Right to basic social services:** The Quality Educators Project, a joint initiative of Oxfam Novib and Education International, is being discussed with the Ugandan Ministry of Education and Sports. The dialogue aims to make sure that key decisions by the Ministry and donors promote the Quality Educators Project's products – an updated competence profile for primary school teachers, a curriculum in life skills and teacher training.
- **Right to social and political participation:** Increasingly the national state inhibits political participation of civil society and democratic decision making. In 2011, the Oxfam Novib and Hivos project CEW-IT addressed these tendencies by empowering rural citizens to participate in political processes at local level making use of the UGMP-developed "Citizens' Manifesto" and modern ICT technologies.

¹⁸ Within Oxfam there is a Single Management Structure (SMS) with each country having one "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 Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (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 is also in the process of decentralising its work. In 2011 the following countries were decentralised: Vietnam, Pakistan, OPTI, DRC, Mali, Somalia. The decentralisation process is planned to be finalised by the end of 2013.

3.8 Learning ability of the organisation / progress learning agenda

The IMPACT alliance recognises that learning is an essential requirement for any organisation that works in a constantly changing and complex working environment. It is only through learning that organisations can anticipate and adapt to change by continuously developing and strengthening their own capacity and resilience and that of its partners to enhance the effectiveness of their common work. Therefore, the IMPACT alliance's implementation of its learning agenda must be understood in the context of its broader approach to learning. Examples of this broader approach include:

- A policy cycle that is designed to facilitate the inclusion of the experiences and lessons learned within decision-making processes and knowledge-based instruments such as opportunity and risk assessment, partner and project description and humanitarian toolboxes, the "gender traffic light" instrument, project evaluations, core country evaluations, real time evaluations of actions responding to humanitarian situations and distant monitoring techniques in areas of difficult access, baseline assessments, capacity development assessment tool, etc. These all create opportunities for systematic learning and sharing.
- Facilitation of sharing spaces and learning processes – such as discussion and reflection spaces (use of Yammer and Basecamp), learning days, training of staff, induction programme for new staff, etc. – that give opportunities for the staff of the IMPACT alliance's members to share information and lessons learned, raise questions and doubts, and discover and analyse new ideas and practices.
- Existing partnerships with knowledge and research institutions, other Oxfams and global partners, with a stronger focus on bringing together theory and practice with partners and research institutes in the South and North. Within the Oxfam confederation, Oxfam Novib participates in specific working groups with a strong focus on learning among affiliates: Monitoring, Evaluation and Learning (MEL) group, fundraising group, Single Management Structure (SMS), etc.

In 2011 effort has been made and resources allocated to strengthen the conditions for fostering a learning culture. The IMPACT alliance has identified and put in place the appropriate systems, tools and mechanisms that will support not only the collection and creation of information and knowledge, but most importantly, the sharing and exchange of knowledge and learning to enhance the effectiveness and impact of the alliance's work.

During 2011, two main priorities were identified:

- Develop a *Knowledge and Innovation Management (KIM) and Organisational Learning (OL) Road Map* to guide and steer the effective implementation of its KIM intervention.

The Road Map – developed by Oxfam Novib – was finalised in October 2011 and is currently being implemented. It focuses on establishing the conditions to facilitate the flow of knowledge rather than the storage of knowledge. For instance, the IMPACT alliance is developing methodologies and tools for the development by teams and/or units of *Learning Action Plans*, to identify specific learning questions that will guide the internal learning process during the policy cycles: annual planning, field visits, evaluations, reporting, etc. Attention has been given also to the ICT system needed to support and maintain this learning environment and also to support exchanges and collective learning in a decentralised setting. To achieve this, an innovation project has started to test potential systems such as Share Point. In this process, collaboration among the members of the IMPACT alliance, in particular those with great experience in the issues such as Butterfly Works and 1% Club, has proved essential.

- *Create consistency and coherence on the design and implementation of learning initiatives that have been attempting to find answers to the questions posted in the IMPACT alliance's Learning Agenda.*

The aim of the learning agenda is to provide clear focus and guidance to the IMPACT alliance's learning processes both internally and in its work with partners through its fourth intervention strategy, KIM. This will be used to:

- Revise and adjust programme policies and implementation strategies at partner and IMPACT alliance levels to increase the quality and impact of their work.
- Enhance the knowledge of partners and IMPACT alliance staff members on specific issues, to improve their performance and capacity to achieve their goals.
- Improve the quality and significance of debates around specific issues by strongly linking theoretical discussions with practical learning and experiences.
- Strengthen and consolidate networks that bring together practitioners, researchers, politicians and other actors to share knowledge.

To make best use of the different learning initiatives that were being implemented and/or planned, ON's Knowledge and Programme Management department (KPM) took the initiative of developing *Thematic Learning*

Frameworks for its thematic priorities. These frameworks, following the original learning questions mentioned in the learning agenda, identify more specific questions that respond to a more in-depth analysis of each of the themes, as well as the needs and requests expressed by different partners and stakeholders.

These thematic learning frameworks show in detail which learning initiatives or KIM trajectories are already operational and which are being developed and will be implemented in the coming months. *KIM trajectories* are collaborative learning initiatives between partners, research institutes, IMPACT alliance members and other stakeholders (including the Ministry of Foreign Affairs, embassies, private sector and/or other development organisations and networks).

The ultimate goal is that both the IMPACT alliance itself and its partners are able to systematically and consistently make use of the generated knowledge to improve the quality and impact of their work.

During 2011, several KIM trajectories have been implemented.

Programme 1: Right to Sustainable Livelihoods

A Knowledge Programme on Livelihoods and Biodiversity (in collaboration with Hivos)

Learning questions

- 1 How can the role of small producers be enhanced to address the issues of hunger and future food supply for the growing world population?
- 2 How can the capacity of civil society in the South be strengthened to effectively influence the policies and practices of governments and companies in favour of small producers and food security for the rural population?

Results

- A concept note for a three-year knowledge programme has been developed, using inputs from the two main activities carried out in 2011:
 - A mapping of literature and practice to find knowledge gaps on smallholders livelihoods and biodiversity (done by Stockholm Resilience Centre, May – September 2011)
 - A workshop in Kenya at which the findings from the mapping and conclusions were shared and analysed together with partners from various countries and other actors (October 2011).

The knowledge programme addresses four areas of learning:

1. “Glass house”, defined as invisible processes that seem to hinder good ideas, practices and intentions: how do the dynamics work that allow the glass to be broken?
2. Scaling up: what is it? How does it work?
3. Innovation: landscape approach. Looking beyond the level of production of a farmer, fisher or pastoralist, and instead seeing their activities as integrated within the wider landscape.
4. Undercurrent: areas that go unnoticed and don’t receive attention and/or money.

Follow up in 2012-2013

- Set up the action learning plan to implement the knowledge programme.
- Activate the network of practitioners and academics created after the event in Kenya and to facilitate a learning community.
- Communicate findings, learnings and experiences through the publication *Farming Matters*.

B Women/Gender Mainstreaming in Programme 1: Mapping the roads to change

Learning questions

- 1 How can the role of small producers (women and men) be enhanced to address the issues of hunger and future food supply for the growing world population?

More specific questions identified by the trajectory:

- How can empowerment methodologies be sustainably integrated in financial services, in a way that helps vulnerable women and men to increase their financial literacy and business planning skills and address gender issues?
- How can gender-transformative methodologies increase entrepreneurship and reliability of microfinance clients?

Results

- A draft guide for “Financial Action Learning System” was developed, combining gender transformation and empowerment with market research and financial literacy.

- Case study 1: evaluation of *Gender Action Learning Systems* (GALS) in a cooperative savings and credit scheme in Uganda.
- Learning sessions and trainings organised on gender and advocacy at a global microcredit summit in Spain.
- Protocol developed and refined for gender justice in financial services, presented and endorsed by key stakeholders at the microcredit summits.
- Draft articles on gender mainstreaming in value chain development based on experience from a project in Uganda.
- Draft GALS manual “Growing the diamond forest – Community-led value chain development for gender justice and pro-poor wealth creation”, the third in a series of GALS manuals.
- Draft protocol developed for gender justice in value chain development.

Follow up in 2012

- Consolidate lessons from the microcredit summit and give feedback and recommendations to the summit on integration of gender.
- Look for funding to test field tools and pilot Financial Action Learning System in different types of financial services.
- Develop a case study of integration of GALS in village banking (Finca-Peru).
- Develop a generic M&E system that can be used for GALS in different contexts, and organise a workshop in Africa.
- Develop a resource base for future e-learning initiatives on gender transformation in economic development.

Programme 2: Right to Essential Services

C Focusing on Behavioural change: Learning outcomes in education

Learning question

- 1 What are effective strategies and methodologies that deliver quality education, especially for girls, in different contexts (e.g. fragile states), with emphasis on changing behaviours and promoting active citizenship?

More specific questions identified by the trajectory:

- How can we better measure the quality of education and the impact it has on the actual behaviour of young men and women?
- What tools, systems etc. would be useful for partners and for the IMPACT alliance to use?

Results

- Partners have tested various tools to measure behavioural change around the themes of education, gender and SRH.

Follow up in 2012

- Prepare case studies from partners about their experiences with the M&E tools.
- Organise one learning event around a workbook that helps assess the MEL needs of an organisation.
- Organise a peer-to-peer event.

Programme 3: Right in Crisis

The initial plan was to start a KIM trajectory focusing on conflict analysis. The trajectory could not start in 2011 but the thematic learning framework is ready and will start to be implemented in 2012, including:

- Mapping to be carried out in different regions and in particular the six priority countries for the programme, to identify good practices related to conflict transformation.
- Organise learning session in the form of a Webinar around UN Resolution 1325 to get a general understanding of implications regarding women, peace and security.

Programme 4: Right of Social and Political participation

Unfortunately, the planned KIM trajectories for this programme could not start in 2011. It was determined that due to the complexity and vastness of the issues and the diverse range of angles from which it could be tackled, a more narrow focus than the one provided by the learning question must be identified. It was agreed that, applying a rights-based approach, the right to information will be explored from two angles: which responsibilities have duty bearers and which activities right holders can implement to claim their rights. In many countries where ON works, duty bearers (primarily governments, but also private sector actors) are unable or unwilling to respect the right to information. This is why KIM activities will not only focus on how to claim rights, but also on how civil society can fill the gap if duty bearers do not provide information. For example, security-related information or

information on credibility of the electoral results is important for voters, and may be provided by civil society organisations.

Particular attention will be given to ensure that learning is sensitive to gender-specific needs and issues. One aspect concerns gender sensitivity in content, e.g. gender-biases in reporting. Another aspect focuses on gender equity in access and use of new and mobile media, i.e. the differences between men and women in accessing and using these media tools.

The thematic learning framework includes the following trajectories to be initiated in 2012:

- Desk research to identify resources and current and past practices around the use of new and mobile media to facilitate transparency of democratic processes.
- Research study on women's use and participation on digital activities.
- Research on internet freedom in repressive states; mapping and compiling of practical guidelines on secured communication.

Programme 5: Right to and Identity: Gender Justice

D Women's bodily integrity and transformative leadership

Learning question

- 1 What strategies are effective to ensure substantial changes in the status of women, especially in fragile states, leading at the same time to change on behaviour and practices?

Most specific question identified by the trajectory:

- Has the IMPACT alliance been able to promote more transformative leadership among partners and staff? Has this contributed to more effective programming on WBI and other issues?

Results

- A tool to assess transformative women's leadership at organisational level was developed together with global partner Creating Resources for Empowerment in Action (CREA)

Follow up in 2012

- The tool will be tested in a pilot project with partners from Middle East and the Maghreb, Southeast Asia and Global Link.
- Organise a reflective workshop on implementation of the tool and a learning event to share findings and conclusions.
- Prepare and produce a publication.

E Gender Mainstreaming and Leadership Trajectory (GMLT) review

The main objective of the review is to know if GMLT has been sufficiently relevant, effective, efficient and sustainable for the IMPACT alliance and its partner organisations. The review started in August and the final report was ready in December 2011. A steering group has been formed with representatives of the KPM, Q&C and International departments. Learnings from this review will be used to adapt Oxfam Novib's strategy concerning gender mainstreaming.

Learning question

- 1 What strategies are effective to ensure substantial changes in the status of women, regarding the individual behaviour, laws and social practices affecting their lives, particularly in fragile states?

Results

- A final report of the GMLT's review has been finalised.

Follow up in 2012

- Organise reflective sessions around findings of GMLT review including internal and external stakeholders.
- Identify the IMPACT alliance's main focus for the future learning on gender mainstreaming: what the learning questions should be, and what sort of initiatives should be implemented, continued or started.
- Update the current learning framework on gender mainstreaming to include agreed learning questions, as well as the activities that will be carried out during the last half of 2012 and beyond.

Two programmes did not yet start KIM trajectories in 2011, mainly due to the need to concentrate on the building up of the programme in general and the lack of staff that could directly work on the setting up of the KIM trajectories.

3.9 Development of IMPACT alliance

3.9.1 Development of relationships: moving from control to synergy between partners

2011 was the first implementation year of the IMPACT alliance. Some partners were already familiar with each other, others needed to get to know each better. Whereas the phase of the grant application was centred around Oxfam Novib as lead applicant (*penvoerder*) with its consortium partners (*mede-indieners*), the next step was creating a true alliance where more synergy can emerge.

3.9.1.1 From control...

In the first half of the year much energy went into incorporating the additional budget cuts and “setting up shop”: designing and implementing the managerial and control side of making the alliance work and being able to comply with the requirements of the Ministry of Foreign Affairs. As lead applicant, Oxfam Novib took the lead in this but always consulted with the other alliance partners. It included the development and signing of a Memorandum of Understanding; a steering committee was set up in which all directors of the members are represented; a back office for daily management in Oxfam Novib was set up and contact persons within each organisations appointed; a joint intranet for information exchange (Basecamp) was introduced; balanced scorecards for quarterly internal monitoring and reporting on output and outcomes, organisational processes, finances and innovation were prepared, as well as the Activity Plan 2011 for DGIS, the monitoring protocol, the baselines, the joint learning agenda and the joint evaluation programme. The managerial framework is now set up.

3.9.1.2 ...to synergy

However, the ambition of the IMPACT alliance is to create synergy and add value by being an alliance. Beyond MFS-funding, the alliance wants to look for more areas that increase the effectiveness and efficiency of aid. IMPACT alliance partners noted that synergy does not happen by itself, and needs the input and energy of all partners, equally sharing responsibility for achieving success. In 2011 the IMPACT alliance partners jointly explored in which areas they can create more synergy for the coming years. These included:

- Strategic: through innovation and complementarity of roles;
- Content: increasing impact through collaboration and effectiveness;
- Organisational/operations: increasing income through efficiency, cost control, shared services;
- Learning and knowledge management: systematically collecting, documenting, analysing, and applying knowledge and experience for quality improvement.

In 2011, collaborations which started to explore the concepts of synergy and added value included the New Business Development Desk, which focuses on social entrepreneurship, the Joint Learning Agenda, and an exploration of diversification of funding. Building on these areas, the IMPACT alliance intends to create more synergy in the coming years in:

- Networking: linking Dutch, global, regional and local networks to have a stronger impact through campaigning work, and provide access to platforms for up scaling of tools, games, concepts, manuals, joint learning etc.;
- Capacity building of Southern civil society organisations: sharing analysis and training tools and methodology, organising shared training sessions;
- Innovative technology: e-tools, web development, the use of social media, what does it mean to be a platform organisation, on-line communities etc., edutainment, knowledge-sharing tools, etc.;
- Human resources management: sharing internal training programmes and opening them up where possible to IMPACT alliance partners, and closer collaboration on policies and sharing of volunteers, interns etc.
- Income generation: Evaluate and if desirable build on experiences in social entrepreneurship through the New Business Development Desk and closer collaboration on institutional fundraising; jointly submit proposals, share notices of calls for proposals, tools, trainings etc.;
- Sharing services such as field offices, meeting rooms etc.

‘Proud of me’: Campagne against girls genital mutilation

During the 1%EVENT of the 1%CLUB on 30 September 2011 a communication bureau in London, together with HIRDA, developed strategies for a campaign against girls genital mutilation in Somalia, through Skype meetings. HIRDA was looking for innovative ideas to extend its campaigns. The bureau in London developed a campaigning format for which HIRDA provided the input needed. The consultants introduced the slogan ‘Proud of me’ and ways to reach different targets groups. In the Netherlands HIRDA tries, through the campaign ‘Proud of me’, to make people aware of its fight against girls genital mutilation in Somalia. HIRDA is doing this among others, with use of campaign posters on the four biggest railway stations in the Netherlands and a campaign site: <http://proudofme.hirda.nl/>

3.9.2 Changes in Composition

The IMPACT alliance consists of Oxfam Novib as lead applicant and SOMO, HIRDA, 1%Club and Butterfly Works as full members. In addition, in consultation with the Ministry of Foreign Affairs and partners it was decided to include Fairfood International as a candidate member because of their valuable role in campaigning companies and consumers globally for more sustainable food chains. However, they did not meet the criterion (drempelcriteria) of building the capacity of Southern partners. In the second half of 2011 Fairfood International decided to change their strategy and add capacity building as one of the core pillars of their work. They will elaborate their strategy in 2012 and set up a unit for this. This will be used as grounds for deciding if Fairfood International will become a full member of the IMPACT alliance.

ANNEX 1: FINANCIAL REPORTS

Table: spent per outcome indicator (transfers in k€)

Pro-gram	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2011
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	19.154
1	2	DPA	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and productinnovation services and marketing training	3.527
1	3	DPA	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations	1.778
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	5.896
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)	2.129
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	1.385
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.	2.220
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	2.786
1	9	BSC	<i>has been cancelled</i>	0
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.	2.556
1	11	LA	No of policy changes regarding pro-poor markets and financial systems	837
1	12	LA	No. cases that reveal the contribution to functioning of pro-poor adaptation plans	209
1	13	LA	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	5.134
1	14	LA	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	3.339
1	15	LA	<i>has been cancelled</i>	0
1	16	KIM	No. of cases (academic studies) on issues on struggle for land, water and food	509
1	17	KIM	No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes	879
1	18	KIM	<i>has been cancelled</i>	0
			Total program 1	52.339
			Direct Poverty Alleviation	47%
			Building Civil Society	28%
			Lobby & Advocacy	23%
			Knowledge & Information Management	3%

Program	Outc.	Intervention strategy	Outcome Indicator	<u>spent (transfers) 2011</u>
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	6.115
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	6.743
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)	1.601
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	2.115
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	1.753
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	962
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.	950
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)	148
2	27	KIM	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV	359
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	37
			Total program 2	20.783
			Direct Poverty Alleviation	62%
			Building Civil Society	18%
			Lobby & Advocacy	18%
			Knowledge & Information Management	2%

Program	Outc.	Intervention strategy	Outcome Indicator	<u>spent (transfers) 2011</u>
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	2.196
3	29	DPA	No. of women and men (women in particular) more able to protect themselves against disasters	3.847
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)	651
3	31	BSC	No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods	470
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	1.925
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	1.431
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)	676
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	369
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	40
3	54	DPA	Number of people that received humanitarian aid in disaster areas according to international standards	25.230
			Total program 3	36.836
			Direct Poverty Alleviation	85%
			Building Civil Society	12%
			Lobby & Advocacy	2%
			Knowledge & Information Management	1%

Program	Outc.	Intervention strategy	Outcome Indicator	<u>spent (transfers) 2011</u>
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	3.789
4	38	DPA	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)	3.146
4	39	BSC	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)	955
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	5.864
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, corr	3.122
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	2.877
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	4.071
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 acce	2.290
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.	366
4	56	DPA	No. of women and men that are legally empowered through increased awareness about their rights	2.558
			Total program 4	29.037
			Direct Poverty Alleviation	33%
			Building Civil Society	34%
			Lobby & Advocacy	24%
			Knowledge & Information Management	9%

Program	Outc.	Intervention strategy	Outcome Indicator	<u>spent (transfers) 2011</u>
5	46	DPA	No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity	2.872
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)	2.876
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	4.451
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)	1.051
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	2.669
5	51	LA	No. of policy changes for sufficient resources and a functioning system for the 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 influ	490
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 le	496
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)	319
			Total program 5	15.223
			Direct Poverty Alleviation	38%
			Building Civil Society	36%
			Lobby & Advocacy	21%
			Knowledge & Information Management	5%
			Total all programs	154.218
			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						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Phasing out	3.777	547	144	-59	3.401	1.735	9.547
Afghanistan	823	1.042	1.912	1.152	571	443	5.943
Angola	984	522	0	0	1.297	211	3.013
Bangladesh	1.185	297	138	0	0	562	2.182
Burundi	671	0	215	36	562	0	1.484
Cambodia	1.356	0	0	0	974	788	3.117
Dem. Rep. Congo	1.143	453	608	0	666	299	3.169
Egypt	790	0	0	0	882	504	2.177
Haiti /humanitarian response	0	0	0	4.401	0	0	4.401
Laos	852	0	0	0	876	371	2.099
Maghreb & Middle East	0	0	0	0	334	0	334
Mali	416	469	0	0	776	36	1.697
Morocco	0	0	0	0	666	231	896
Mozambique	2.172	1.157	101	44	1.416	978	5.868
Myanmar	1.559	939	1.147	1.577	732	83	6.037
Niger	891	286	1.303	0	892	378	3.751
Nigeria	843	1.221	274	0	819	445	3.602
Pakistan	4.097	774	848	6.925	379	724	13.747
Palestina occ t	206	1.026	1.220	0	998	1.050	4.501
Rwanda	673	0	0	0	432	0	1.105
Senegal	154	301	0	0	698	0	1.154
Somalia	608	976	441	9.876	572	324	12.797
Sudan	1.221	2.371	265	346	640	688	5.530
Uganda	1.896	1.050	16	0	938	0	3.899
Vietnam	546	0	0	0	345	316	1.207
Yemen	0	0	0	0	202	0	202
Zimbabwe	1.208	0	628	0	568	67	2.471
Global strategy	16.743	6.216	1.033	0	6.021	4.076	34.089
Lobby&Advocacy/Popular Campaigning/Information&Marketing	7.525	1.136	1.313	932	2.381	914	14.201
Total	52.339	20.783	11.607	25.230	29.037	15.223	154.218

	MFS						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Phasing out	2.528	509	134	-55	2.481	1.200	6.798
Afghanistan	631	349	1.274	0	531	116	2.902
Angola	915	201	0	0	910	196	2.222
Bangladesh	1.102	276	128	0	0	522	2.028
Burundi	624	0	200	0	444	0	1.268
Cambodia	1.260	0	0	0	905	732	2.897
Dem. Rep. Congo	795	-227	180	0	621	297	1.665
Egypt	729	0	0	0	717	465	1.912
Haiti /humanitarian response							0
Laos	792	0	0	0	814	345	1.951
Maghreb & Middle East	0	0	0	0	0	0	0
Mali	386	436	0	0	721	34	1.577
Morocco	0	0	0	0	619	214	833
Mozambique	2.010	268	92	0	492	270	3.134
Myanmar	1.507	395	629	-12	708	80	3.307
Niger	777	262	158	0	815	345	2.356
Nigeria	765	170	256	0	764	393	2.347
Pakistan	1.702	719	573	-120	353	642	3.869
Palestina occ t	192	718	436	0	327	887	2.560
Rwanda	610	0	0	0	311	0	921
Senegal	144	87	0	0	651	0	882
Somalia	566	654	180	0	146	297	1.843
Sudan	1.130	803	229	0	346	549	3.057
Uganda	1.724	882	15	0	487	0	3.108
Vietnam	356	0	0	0	321	294	971
Yemen	0	0	0	0	187	0	187
Zimbabwe	545	0	582	0	201	60	1.388
Global strategy	13.682	1.684	910	0	5.162	3.334	24.771
Lobby&Advocacy/Popular Campaigning/Information&Marketing	3.795	573	662	0	1.201	461	6.692
Total	39.267	8.759	6.638	-187	21.236	11.735	87.448

	non-MFS						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Phasing out	1.249	39	10	-4	920	535	2.749
Afghanistan	192	692	638	1.152	39	327	3.041
Angola	69	320	0	0	387	15	791
Bangladesh	83	21	10	0	0	40	154
Burundi	47	0	15	36	118	0	216
Cambodia	95	0	0	0	69	55	220
Dem. Rep. Congo	349	680	428	0	44	2	1.503
Egypt	61	0	0	0	165	39	265
Haiti /humanitarian response	0	0	0	4.401	0	0	4.401
Laos	60	0	0	0	62	26	148
Maghreb & Middle East	0	0	0	0	334	0	334
Mali	29	33	0	0	55	3	120
Morocco	0	0	0	0	47	16	63
Mozambique	162	889	8	44	924	707	2.734
Myanmar	51	544	519	1.589	24	3	2.729
Niger	114	25	1.146	0	77	33	1.395
Nigeria	78	1.052	18	0	55	52	1.255
Pakistan	2.395	55	275	7.045	27	83	9.878
Palestina occ t	15	308	785	0	671	163	1.941
Rwanda	63	0	0	0	121	0	183
Senegal	10	215	0	0	47	0	272
Somalia	42	321	261	9.876	426	27	10.954
Sudan	91	1.568	36	346	294	139	2.473
Uganda	171	167	1	0	450	0	791
Vietnam	190	0	0	0	24	22	237
Yemen	0	0	0	0	14	0	14
Zimbabwe	663	0	46	0	368	7	1.083
Global strategy	3.061	4.532	123	0	859	742	9.318
Lobby&Advocacy/Popular Campaigning/Information&Marketing	3.730	563	651	932	1.180	453	7.509
Total	13.072	12.024	4.969	25.417	7.801	3.488	66.770

Table: cash-flow MFS (in € x 1000)

Total MFS 1-1-2011 cfm fund overview annual account 2011	3.316
settlement MFS-1	6.363
received subsidy MFS-2 2012 (incl. frontloading k€ 6500)	82.823
interest	267
Total received MFS	89.452
projects and programs (incl advocacy by partners and partner support)	81.338
advocacy Oxfam Novib / Popular campaigning	6.692
Information & Marketing	
Costs fund raising	
Management & Administration	1.726
Total spent MFS	89.756
Total MFS 31-12-2011 cfm fund overview annual account 2011	3.012

Table: MFS/Own contribution (transfers in k€)

	MFS	non-MFS	Total
program 1	39.482	13.072	52.554
program 2	8.831	12.024	20.854
program 3	6.452	30.386	36.837
program 4	21.443	7.801	29.244
program 5	11.823	3.488	15.311
Total	88.030	66.770	154.801

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	113.775	38.626	15.327	8.531	18.543	21.494	11.253
Payments	2.062	700	278	155	336	390	204
Outsourced work	2.833	962	382	212	462	535	280
Publicity, communication, other action costs	8.091	2.747	1.090	607	1.319	1.529	800
Personnel costs	17.912	6.081	2.413	1.343	2.919	3.384	1.772
Accommodation costs	564	191	76	42	92	107	56
Office and general costs	8.546	2.901	1.151	641	1.393	1.614	845
Write-offs	1.018	346	137	76	166	192	101
Total	154.801	52.554	20.854	11.608	25.230	29.244	15.311

Table: Reconciliation Spent on objective structural reduction with P/L-statement

Reconciliation Spent on objective structural reduction with P/L-statement	k€
Spent on Objective Structural Poverty Reduction cfm P/L-statement	109.349
more transfers than approvals (cfm fund overview annual account 2011)	45.451
Spent on Objective Structural Poverty Reduction transfer-basis	154.801

Note 1: In the annual account under 8.7.4 a more elaborate explanation regarding the difference between transfer- and accrual basis is to be found.

Note 2: The difference between Spent on the objective on cash basis (k€ 154.801) and the total of spent in the table spent by outcome indicator and the table spent per country per programme (k€ 154.218) regards the difference between the amount transferred to the alliance-partners and the amounts spent by the alliance-partners (transfer basis).

Table: Attribution Costs Management & Administration

Costs Management & Administration	in € x 1000
Attribution Management & Administration to program 1	1.037
Attribution Management & Administration to program 2	412
Attribution Management & Administration to program 3	727
Attribution Management & Administration to program 4	577
Attribution Management & Administration to program 5	302
Attribution Management & Administration other	190
Total Management & Administration	3.245

Colofon

Oxfam Novib
Postbus 30919
2500 GX Den Haag
The Netherlands
Telefoonnummer: +31 (0) 70 342 16 21
Telefax: +31 (0) 70 361 44 61
Email: info@oxfamnovib.nl
Website: www.oxfamnovib.nl

© Oxfam Novib, april 2012

DTP: Trees Vulto DTP en Boekproductie