Monitoring Report 2015

Monitoring Report

2015[1]

IMPACT Alliance
SOMO
HIRDA
1%Club
Butterfly Works
Oxfam Novib

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[1] The actual reporting period is 1st of April 2015 - 31st of December 2015

Content

Introduction

This is the monitoring report of the IMPACT alliance, covering results achieved in 2015[2] (MSF-II). It comprises a report on the programme as well as the organisation, based on the activity plan 2015. It is in line with the monitoring protocol as agreed with the Ministry of Foreign Affairs.

This report is the fifth and last Monitoring 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. In the conclusions of the programmes, we therefore look back at five year's of implementation. By the 1st of October, we will have submitted our final MFS II financial report, and a Reflection that serves as the final narrative report of MFS II.

This report covers the period of April 2015 – December 2015, as we have changed our January-January reporting period to April-April to fall in line with the rest of the Oxfam confederation. December 2015 marked the end of MFS-II.

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

Programme 1: Right to a sustainable livelihood;
Programme 2: Right to basic social services;
Programme 3: Right to life and security;
Programme 4: Right to social and political participation;
Programme 5: Right to an identity.

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

Chapter 1 is an overview of 2015 by the IMPACT alliance.

Chapter 2 reports on the results per programme, listing outcomes and outputs for 2015 next to the priority result areas of the Ministry. Under each result area, the outcomes are provided that contribute to it. Outcomes can contribute to more than one result area, and the result areas also include a variety of case studies.

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

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

As well as this monitoring report to the Ministry of Foreign Affairs, Oxfam Novib will issue a public report on the results established in 2015[3].This public report will be accompanied by case studies and impressions of the work of partner organisations that the IMPACT alliance works with as well as the alliance itself.

When comparing figures or results for the financial year 2015, with the financial year 2014-15, the effects of a comparing a 9-months financial year (2015) to a 12-months financial year (2014-15) should be taken into account.

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[2] The actual reporting period is 1st of April - 31st of December 2015. In the report we refer to this reporting period as '2015'.
[3] The other members of the IMPACT Alliance: SOMO, HIRDA, Butterfly Works and the 1% Club have issued their public report on the results in 2015.

1 Directors' report

It's a volatile time. Humanity faces many turbulent and disruptive challenges and many people feel that they live between hope and fear. Too often the bottom billion bear the brunt of crises and conflicts. That's why Oxfam Novib works relentlessly, in conjunction with partners, to empower the poor, improve their livelihoods, and strengthen their voice.

It is unjust that the rise in inequality, climate change, and forced migration affects the poorest people the most. The challenges are huge. On the eve of the World Economic Forum in Davos, Oxfam had to report that the richest 62 people in the world own just as much as the poorest 3.6 billion. In October 2015 the climate officially crossed the threshold of a 1-degree increase in its average temperature, causing devastating droughts, floods, and extreme weather – all of which hit poor people the hardest. Forced migration has meant that there are now more than 60 million refugees; a record high since World War II.

Changing towards more impact
Overcoming these challenges by initiating sustainable and inclusive development – that leaves no one behind – requires innovative thinking, a philosophy that empowers people, and a fundamental power shift. To initiate positive changes in such a challenging context, it was clear that Oxfam Novib had to reinvent its own organization. Our desire to have more impact, become more innovative, and strengthen our agility drove us through a big internal change process. We have become a more agile project organization that is better equipped to respond to external challenges; an organization that can facilitate the further integration of Oxfam Novib within Oxfam International.

In addition, we had to absorb a substantial reduction in income due to the end of the Dutch co-financing system. It is fortunate that many others – in the Netherlands and abroad – have joined Oxfam Novib in its fight for a just world without poverty. Active and effective civil society organizations in many countries work with us to mobilize the power of people against poverty and injustice. Oxfam Novib is especially proud of our partner, the Tunisian General Labor Union – winner of the 2015 Nobel Peace Prize.

Growing trust in international cooperation
It is encouraging to see that there has been an upwards swing in trust in international cooperation on the world stage. This is due to the successful conclusion of the UN process on the new Sustainable Development Goals, as well as the shared ambition to end poverty for all in 2030. Influencing this agenda has been one or our priorities for years; as a member of Oxfam International we managed to play a significant role in realizing standalone goals on inequality, gender, and climate action. The long-awaited Paris Climate Treaty also made a big contribution to increasing the necessary trust. We will continue to influence governments and private sector actors to deliver on their climate commitments, focusing in particular on effective adaptation financing.

Tax revenues should serve domestic development
Throughout many countries as well as at the global level, Oxfam and its allies campaigned for the sustainability of finance for development. Developing countries need a substantial increase in domestic resources to realize the ambitious new global goals. Tax revenues are crucial for governments willing to help people lift themselves out of poverty. Luckily we have seen a stronger international commitment to addressing the erosion of countries' tax bases, as well as increased efforts by institutions like the OECD, IMF, G20, and the EU to curb tax dodging and tax evasion. Although there is still a lot to be done, it is crucial that states have now recognized that fiscal competition between countries is depriving developing countries of crucial tax income – income that they could otherwise have invested in modernizing agriculture, upgrading infrastructure, and in priority services such as health & education. Oxfam Novib has been relentless in putting pressure on the Dutch Government to address the fact the Netherlands is a large-scale facilitator of tax avoidance.

Overstretched humanitarian system
Despite these positive examples of increased cooperation, we have witnessed a totally overstretched humanitarian system. With more people than ever being forcibly displaced and another 65 million people structurally dependent on humanitarian aid, the world seems unable to meet their urgent need for protection and support. Unfortunately, the international community is repeatedly failing to address the root causes of forced migration and is not able to deescalate conflicts, extremist violence and civil wars, especially in the Middle East and in the Horn of Africa, East & Central Africa.

For Oxfam Novib this has meant a sharp increase in our humanitarian efforts, not only in the abovementioned regions but in Europe too. In 2015 we even found ourselves back in the country where Oxfam Novib had its roots almost 60 years ago: Greece. Novib was founded in the Netherlands in 1956 by Simon Jelsma and others. The proceeds of one of the organization's first fundraising campaigns went to Greece, in response to large-scale food insecurity caused by the impact of the Cold War. Now Oxfam is again providing humanitarian aid to women, men, and children in Greece: refugees who have fled the horror, violence, and destruction in countries such as Syria, Iraq, and Afghanistan. They seek refuge and protection in Europe, the richest and safest region in the world. But this extremely fortunate region is reluctant – and all too often unwilling – to share its wealth and safety with people who have lost everything.

Oxfam Novib will continue its humanitarian efforts, but will also work with other organizations to ensure that the interests and the voice of refugees are heard in international fora, for example the September 2016 New York summit on migration.

Results of IMPACT alliance partners
Also in the final months of collaboration, the IMPACT Alliance members achieved noteworthy results. Alliance partner HIRDA has continued building up its work around the eradication of Female Genital Mutilation (FGM) in Somalia. HIRDA's campaign "Proud of Me" has continued raising awareness in a region controlled by militias and religious extremists. In this volatile context, HIRDA has managed to bring the very sensitive topic of FGM into discussion through radio and television networks. Oxfam Novib and Butterfly Works have been working more and more in skills building for youth and working closely with vocational training institutes, especially around digital education. SOMO produced a report and organised a seminar on problematic working conditions, land grab and other sustainable practices in the sugar cane sector. The collaboration between 1 % Club and Booking.com led in 2015 to 4.446 Booking.com employees investing in total 26.676 volunteer hours in 290 projects in areas as sustainable tourism and cultural heritage. Fairfood[4], has continued dialogues with several European supermarkets that are selling Moroccan tomatoes picked by workers who are paid poverty wages, pressuring them to ensure that Moroccan tomato workers get what they are entitled to.

Oxfam Novib has been the lead of the IMPACT alliance, a group of organizations which received funding from the Dutch Ministry of Foreign Affairs until the end of 2015. SOMO continues to be an alliance partner in our strategic partnership with the Dutch ministry. With others, like Butterfly Works, we are collaborating in a programmatic approach on country level and/or in joint programmes funded by institutional donors

In conclusion
We have reached a lot, thanks to the support of many partners and allies, donors and individual supporters. We are privileged to be working with very motivated colleagues, whose relentless energy and engagement overcome insecure times, and who continue to commit to our shared mission.

The Hague, 2016

Farah Karimi, executive director
Arnold Galavazi, director operations
Aletta van der Woude, director international department
Tom van der Lee, director campaigns & advocacy

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[4] Fairfood International was not a full member of the IMPACT Alliance but has been part of the Alliance with the observer status

2 Programme

2.1 MDGs and priority themes[5]

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.

Alliance partners Oxfam Novib and SOMO contribute to the results in this programme. The Alliance has worked over the years in more than 25 countries on citizens' right to a sustainable livelihood.

Introduction to MDGs 1 and 7
In the countries where this programme operates, the IMPACT alliance has experienced a range of challenges. In many countries, including Afghanistan and Burundi, poor rural populations face increased vulnerability and conflict, often politically related, as well as governance challenges. The increasing global appetite for land and natural resources is being felt, including for oil and minerals in Mozambique, South Sudan and Uganda; timber in Myanmar and Cambodia; and agricultural land in virtually all countries. Governance challenges, and narrowing civil society space often lead to the exclusion of civil society groups and the marginalisation of rural populations they represent, in particular women and ethnic groups, who continue to be excluded from decision making about investment, policy or land-use decisions which affect their livelihoods and incomes. These factors all justify a rights-based approach to livelihoods, which helps to amplify the influence of rural populations over the decisions of public and private actors whose policies and practices can make a massive difference. This implies a greater focus on influencing, and capacity building to achieve greater influence.

In many countries, donors are also reducing their involvement, either because of political instability, lack of accountability, or because countries are perceived – in spite of massive and growing economic inequality – as moving towards middle income status (such as Bangladesh, Cambodia, Burundi and Vietnam). While there may be less traditional donor support for livelihoods funding, which has often helped support programmes supporting smallholder farming and civil society, there is an increased faith in the potential of the private sector, and of large-scale land-based investments, to bring prosperity, and also a rise in the presence of investment from emerging economies, including China and India. While none of these factors are in themselves negative, they can lead to skewed policies which, while recognising the potential of agriculture, do little to support decent livelihoods or development opportunities for rural populations, and instead contribute to conflict and dispossession, reduce incomes and undermine livelihoods in a context in which there is less support for civil society watchdogs.

To continue the struggle to improve livelihoods in this context, the livelihoods programme has needed to focus more on supporting local civil society to engage national and local governments and private sector, in order to promote more inclusive/equitable rural development (for instance in Pakistan).

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[5] The tables in chapter 2 provide the IMPACT Alliance outcome and output targets and results. The first two columns reflect the targets and results regarding the output indicators for 2015. The third column presents our outcome targets for 2011- 2015, followed by five columns with results at outcome level for all MFS II reporting periods. The results at outcome level for the period covered in this report can be found in the last columns.

A range of opportunities are also emerging, partly as a result of the work of Oxfam Novib and others in this field, including through international campaigns. There is a growing awareness within the private sector of the risks around uncontrolled expansion of large-scale and unsustainable commercial agriculture, excessive distribution of land concessions and lack of controls over illegal logging (for instance in Cambodia and Mozambique). Attitudes of the private sector in relation to criticisms about unsustainable or abusive policies practices are becoming more progressive, and companies are in some countries more open to speak to INGOs and local civil society about ways to improve. This creates space for increased investment in engagement with the private sector in Oxfam's country programmes (for instance in Cambodia and Nigeria).

Some countries, such as Cambodia and Vietnam, are seeing the emergence of more mature social movements combined with an increased responsiveness to public pressure and openness to public consultation. International campaigning and advocacy, in which Oxfam Novib has been deeply involved – for instance in the Behind the brands and Grow campaigns – has helped create more opportunities to link local work to global process and actors. For instance, in Cambodia, Coca Cola's commitment to address land conflicts related to sugar production has catalysed a chain of activities in which Oxfam and local partners are involved.

Private Sector
Our target group – smallholders, tenants, agricultural wageworkers and resource-poor rural households, particularly women and girls – themselves constitute the private sector, albeit at the lowest end of the value chain. Owing to the inherent injustices in the socio-political system and the resultant structural power imbalances, they are not able to benefit equally from the opportunities available in the so-called free market economy. Consequently their livelihoods remain fragile, vulnerable and exposed to internal and external threats, challenging their survival and their right to a life of dignity. This disadvantaged segment remains our primary focus. Our programmatic engagement at policy and practice level, therefore, is largely driven by their interests and priorities.

The Private Sector Engagement Programme aims at enabling the private sector to practise corporate social responsibility and contributes toward increased sustainable income and employment opportunities, enabling the building and strengthening of a decent work environment for women and youth in particular and rural/urban poor, small-scale farmers and tenants in general. We are working for:
- Compliance of the private sector with its social, environmental and financial responsibilities;
- Pro-poor/women policies and practices; and
- Increased sustainable income and employment opportunities for women and youth in particular and rural/urban poor, small-scale farmers and tenants in general.

2.1.1.1 MDG 1: Private sector and agriculture
The following outcomes of the IMPACT alliance's *Programme Right to a 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 4   No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty

Outcome 5   No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)

Outcome 8   No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda

Outcome 11   No. of policy changes regarding pro-poor markets and financial systems

Outcome 13   No. of policy changes in internationally operating companies and international institutions on natural resources and biodiversity

Outcome 14   No. of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking guide)

Outcome 16   No. of cases (academic studies) on issues on struggle for land, water and food

Outcome 17   No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes

2.1.1.1.1 The local/regional market has grown
Outcome 11   No. of policy changes regarding pro-poor markets and financial systems

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
11	# partner organisations that have sufficient knowledge and resources to effectively lobby their governments for pro-poor development.	10	7	123	21	29	2	64	9
	# lobbying trajectories for pro-poor development developed by the IMPACT alliance.	9	2						

Performance on outcome and output level
Oxfam Novib supports civil society organisations to lobby and campaign at the national and lower administrative levels. As last year, targets of such lobbying include governments and companies (see the Kokadola case in Nigeria in this section as an example of how we engage with companies, including input providers, traders and manufacturers). In our theories of change we take into account what these duty bearers can contribute to the sustainable development of smallholder producers. Our mix of intervention strategies depends, of course, on how able and willing those institutions are to cooperate with our partner organisations and us.

Especially in Pakistan and Uganda, Oxfam and partners carried out lobby and advocacy interventions at the national level related to this outcome area. Some Oxfam Novib partners have engaged in building the capacity of communities in advocacy and empowering them to hold duty bearers to account. In Pakistan, for example, Oxfam successfully advocated with the government fisheries department on licensing issues around fresh water bodies. Under the Fisheries Ordinance 1980, fresh water bodies could be 'leased', and local small-scale fisher folk were either forced to pay exorbitant costs to a leasing body for a licenses for fishing, or completely denied access to the waters. With effective lobbying and advocacy, now the ordinance has been amended in Sindh and Punjab and replaced with a leasing system with direct licensing – local fisherfolk have the first right to access to their water bodies, and the government issues licenses to them directly. This enables them to catch fish for food and to secure their livelihoods. Oxfam's programme has also advocated for government to take measures to provide interest-free loans and address the scope for exploitation by middlemen in price negotiation. The programme emphasises trade integration opportunities and joint public/private investment where fisheries communities could become registered sellers (through linkages with fishing cooperative societies) and part of the processing process.

In Pakistan, Oxfam Novib also engaged the International Labour Organization (ILO) through a training session to promote the decent work agenda. The objective of the training was to create better understanding among participating factories on compliance with labour standards, from concepts towards practical implementation – removing any apprehensions in the minds of management or workers regarding compliance issues, developing workable partnerships between factories and supporting institutions for inputs to improve working conditions and ensure compliance. The session was focused on the thematic areas including child labour, forced labour, non-discrimination, freedom of association and collective bargaining, wages, contracts, working hours and occupational safety and health. Government and other relevant stakeholders participated in the workshop.

A round table meeting was arranged to engage the private sector in Pakistan, focused on sharing with stakeholders the key findings of the resilience scoping study. Oxfam Novib facilitated sessions and explored opportunities for the private sector in Pakistan to improve resilience particularly for poor farmers.

Stakeholders also discussed how media can play an important role, particularly in resilience building on climate change adaptation and natural disasters. It has worked on different proposals at regional and global level, initiating discussion on a multi-country initiative led by WEMAN-Asia and a Hague-based proposal on the private sector and conflict. Concepts were developed in collaboration with the regional team, while the country team is exploring options for further work and funding related to private sector resilience.

CASE: Kokadola

Over the last four years (2011-2015), the Kokodola Programme in Nigeria has achieved significant results in many areas. More than 8000 farmers (of whom 30% women) have been trained and Utz certified. Training took place through Farmer Field Schools, where participants learn good agricultural practices (pruning, soil conservation, disease prevention and control), good environmental practices (careful spraying, use of shade trees, composting), good social practices (prevention of child labour, gender equality) and good business practices (keeping track of costs and income, quality control). Farmers who apply these practices can sell their cocoa with Utz certification and receive a premium.

There is evidence that the quality of fermented and dried cocoa beans has gone up over the lifetime of the programme. Yields have also increased, but the evidence is patchier. Farmers are satisfied with the training they received and see that they can improve yields with simple practices, such as regular pruning. The programme also made an effort to provide farmers with seedlings for replanting high yield and fast maturing varieties, but progress is slow, because there is not enough planting material available.

Farmers also found it useful to learn more about the careful and more responsible use of (approved) pesticides. In the past, there was a lot of inefficient and hazardous spraying with (fake) pesticides. The programme has enabled closer contact between farmers and input suppliers, so that both parties better understand each other.

From the perspective of the participating companies (the trader Continaf and manufacturer Ferrero), the programme has not been successful: they have been able to "capture" only 30% of the cocoa that was produced by the participating farmers. Farmers sold the lion's share of their produce to other traders and middle men who could offer more and quicker cash. At the same time, the concentration of the market by the big traders continued, showing how difficult it is to establish oneself as a new player in the highly competitive, fast moving and risky business of cocoa: Continaf has been taken over by the larger company ECOM. It will be interesting to see if ECOM can build on the existing relations and keep sourcing from the trained farmers.

For a development organisation like Oxfam Novib, the measure of success is whether farmers are better off than before, but for a company it has to make business sense. In the case of Kokodola, the participating farmers have certainly improved their cocoa production and have been able to sell more and better cocoa. For Continaf and Ferrero, who put in significant funds for training and other activities but did not see returns, the programme was interesting, but the model would have needed modifications to continue the cooperation.

2.1.1.1.2 Access to the international market has improved

Outcome 14   No. of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking guide)

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	9	7	44	30	19	44	144	15
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	9	35						
	# campaigns to promote pro-poor	3	3						

economic policy (set up by the IMPACT alliance).								
# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	14	6						
# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	5	7						

Performance on outcome and output level

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

2.1.1.1.3 Trade chains have been made sustainable

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 13   No. of policy changes in internationally operating companies and international institutions on natural resources and biodiversity

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	18	9	26	38	42	26	43	19
	# research reports about specific themes and business activities in developing countries.	18	22						
	# information products (user guides, briefing papers, toolkits, websites, etc.).	18	4						
	# training courses and/or seminars about socially responsible entrepreneurship.	5	5						
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	13	8	68	79	119	31	44	25

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		Target Outputs 2015	Realised Outputs 2015							
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	3	13							
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	18	10							

Performance on outcome and output level

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

2.1.1.1.4 Agriculture has developed and food security has increased

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 3   No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations

Outcome 4   No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty

Outcome 16   No. of cases (academic studies) on issues on struggle for land, water and food

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
1	# partners that are supported in order to carry out projects focusing on land, water and food	78	207	3,053,000 women and men	2,825,678	1,179,410	1,483,099	826,006	1,078,127
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).	5	33	876,000 women and men	61,706	159,099	49,921	40,815	56,742
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.	51	75	129 partners	47	69	82	200	191
	# local producers organisations that	60	178						

	have received support to strengthen their lobbying and networking capacity							
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.	9	47	53 cases	7	11	17	84	38

Performance on outcome and output level:

Given that the majority of people living in poverty still live in rural areas, the priorities as set by the IMPACT alliance focus on agricultural development of smallholder farmers. They depend on agriculture and livestock for their livelihoods. It is of paramount importance for them to have access to a range of assets, including land, water, and tools and equipment in order to be able to produce. To be able to invest, they need access to financial services, and access to education and extension services in order to be able to adopt innovative practices. Finally, to sell their produce to a market, they need access to networks and organisations.

The programmes that Oxfam Novib supports, as covered by above outcome indicators, reflect support to access these required assets, especially for women. This we achieve through four types of intervention strategies: direct poverty alleviation, civil society building, national lobby and advocacy, and knowledge and innovation management.

In these themes, we predominantly worked across West Africa (Mali, Nigeria, Senegal), Horn and Eastern Africa (Burundi, Uganda, Rwanda, and South Sudan), Southern Africa (Angola, Mozambique, Zimbabwe) and Asia (Bangladesh, Cambodia, Myanmar, Pakistan).

Over the years, the number of farmers directly reached has been declining, reflecting a shift towards more influencing strategies and less focus on 'service delivery'. Key results are notable in lobby and networking capacity strengthening (outcome indicator 4), ranging from shaping a favourable policy environment for dairy development in Rwanda, to publishing research reports in order to start and influence a national debate on what a sustainable livelihoods programme should look like (Vietnam), to jointly celebrating key days such as World Food Day with the Ministry of Food Security (Pakistan), resulting in becoming part of the Ministry's Committee on Zero Hunger. The Support to Entrepreneurial Agroforestry (PAAFE) project in Senegal, Niger, Mali and Nigeria conceptualises the idea of "entrepreneurial agroforestry" and develops a range of methods, tools and cases with the aim of transforming subsidised climate-smart agriculture into entrepreneurial climate-smart agriculture. The development of agroforestry business planning is central, as is linking agroforestry-based producers to know-how, the processing industry and markets. The project manages to develop capacity and a strong working relationship with supporting NGOs and social enterprises.

The combination of intervention strategies, including Knowledge and Information Management, led to a comprehensive range of programmes, and it is difficult to single out one outcome area that they contributed to. Rather, an integrated approach contributes to multiple outcomes. This can be illustrated by the following example.

Rwanda

The Send A Cow Rwanda (SACR) diary value chain development initiative was primarily aimed at increasing income of targeted farmers and creating employment opportunities. The results of the capacity building and advocacy interventions from the project contributed to outcomes 1, 2 and 4.

Results of capacity building interventions to increase additional income and enhance food security included:
- All farmers received training in entrepreneurship and price monitoring via "e-soko" technology, which brings relevant information (weather, market prices, growing tips) to the farmer via mobile phones;

- 4760 people (of whom 75% were women) acquired additional income through participation in the entire dairy value chain. This resulted in an increased income (to above $1.25 a day) for the beneficiary families. In addition, 80% of the beneficiaries are employing at least one other person;
- Since healthy, well-fed animals are key to the quality of dairy products, all farmers received training in animal management across the following topics: animal health and hygiene, feeding, shed construction, clean milk production and herd health management;
- The number of families eating a balanced diet has increased to 90% out of 600 households;
- A total of 143 women and 38 men were supported in groups via advocacy training to increase their understanding of the procedures involved with influencing the government and other stakeholders.

The results of local level advocacy and lobby interventions to create systemic changes within dairy value chain development were:
- Government policy was significantly influenced regarding the one-cow-per-poor-family project and the kitchen gardens for nutrition policy;
- A favourable policy environment for dairy development was shaped;
- Research conducted during the SACR programme generated lessons learnt which will provide more impetus for encouraging developments in the dairy sector and agriculture more generally.

CASE: Farmer Anastácia António from Mozambique
"I am Anastácia António, 23 years old, a small-scale farmer in Northern Mozambique and the president of a Farmer Field School (FSS). Farming is hard work. My goal is to produce more food to sell in the market, to earn a higher income and to provide for my family. Through Farmer Field Schools, farmers like me have learned about conservation agriculture, which is a set of sustainable farming techniques. Before the FFS, our farming was based on monoculture and our yields were low. We relied on fires to clear fields and on traditional tilling of the soil. At the FFS we learned techniques to diversify our crops and to manage our soil better. Consequently, my yields have increased which improved the financial situation of my family and our diet has become more diverse. I encourage all producers to focus on these sustainable practices!

"However, we still face challenges such as shorter rain seasons. This negatively impacts our yields and leads to insufficient food for our families. Access to basic equipment and the techniques of FFS ensure that we don't have to farm by hand. I want our government and other leaders in the world to see that we are open to new development initiatives. We are willing to learn new sustainable agricultural techniques and we want our food sovereignty guaranteed by the government. We would like to connect with the market and to get a fair deal for the products we make. Our land is our most valuable possession. We are farmers: this is our livelihood, our source of income, and our source of pride."

2.1.1.1.5 The financial sector has grown
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 5   No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)
Outcome 17   No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
2	# microfinance organisations (MFIs) that have received support in order to increase access to financial services for people living in poverty.	13	63	597,000 women and men	387,482	376,957	260,038	327,857	177,900
	# new social brands that have been developed by small producers and	4	429						

	artists in developing countries.								
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.	14	11	30 partners	29	17	28	16	24
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.	3	8	6 cases	4	81	2	12	27
	# information products (user guides, briefing papers, toolkits, websites, etc.).	4	0						

Performance on outcome and output level:

Outcome indicator 2 has a broad definition: "Number of women and men in rural areas using financial services such as credit and savings, or marketing". The IMPACT alliance helped about 177,900 men and women.

In our monitoring report of 2014-2015 we referred to our plans in Burundi to link saving groups to financial services provided by the more formal financial sector. In Burundi, Oxfam Novib supports some farmers' organisations and other partners working with small-scale farmers to improve productivity of different crops in order to strengthen their resilience. Most of these farmers are organised in saving groups through which they save small amounts of money and have access to small amounts of credit. In November 2015, Oxfam Novib signed an agreement with the Dutch Embassy in Bujumbura for the execution of the PAPAD Project. Part of this project is developing financial services to finance inputs for small-farmer production. An important element was to see if linkages could be established with local MFIs involved in rural and agricultural finance. The study we referred to in the last monitoring report, which was done in collaboration with Triple Jump Advisory Services (TJAS), has been essential in designing the PAPAD Project and led to a proposal for the partner organisations to build their capacity to deliver savings-led programming. It identified the amount of credit needed by small farmers in the regions of operation, fluctuations in demand during the year, and the loan conditions that can be considered convenient for small-scale farmers in their productive processes. Oxfam Novib co-ordinates its activities with the programme for financial sector development of ICCO by working with the MFIs participating in that programme where possible and working directly with MFIs in regions where the ICCO programme is not active.

Outcome indicator 5 is about the capacity building of partner organisations in the financial sector. Especially in Africa, there is still a need for more and better supply of financial services, especially in rural areas. Oxfam Novib supports the institutional development of MFIs to help them grow and become self-sustaining. Through its country offices Oxfam Novib has supported the development of six MFIs in South Sudan, Uganda and Pakistan. Through Triple Jump Advisory Services (TJAS), Oxfam Novib supported five MFIs in Africa to grow, addressing dimensions of organisational development including financial product development; responding to different needs of clients; internal audit, to improve the internal control of the operations; management information systems, to expand possibilities to gather information, streamline processes and increase reliability; and introduction of

mobile banking (m-banking), to increase outreach, especially in rural areas. Working with TJAS guarantees quality support and the possibility to work systematically with MFIs in the Oxfam Novib Fund or MFIs wanting to qualify for a loan from the Oxfam Novib Fund.

The Oxfam Novib Fund for micro credit
As of December 31, 2015, the Oxfam Novib Fund (ONF), managed by Triple Jump, had €41,496,000 in loans and guarantees outstanding in 30 countries, including the investment of €7.4 million in the Triple Jump Innovation Fund. The ONF works with 54 MFIs. Often, Oxfam Novib supports MFIs with their first loans, removing the currency risk for them and their clients by giving loans in the currency of the MFI's country. Only 8.3% of the loans are in euros. About 66% of the loans in foreign currency are hedged, while 25% have open exposure. The 54 MFIs reach out to 73,984 direct beneficiaries, of whom 74% are women and 54% live in rural areas. 60.3% of the portfolio is now in the Oxfam Novib focus countries. There is a steady increase in loans outstanding in Africa, the share rising from 23% in 2010 to 62% in December 2015. The number of clients of MFIs is down on last year as Oxfam Novib is more and more investing in MFIs working with small and medium sized enterprises in order to create more employment.

In the course of 2015, the Oxfam Novib Fund, as other microfinance funds, has encountered negative effects from exchange rates and low oil prices. The exchange rate between the dollar and the euro has been rather volatile. As a result, the Oxfam Novib Fund experienced some losses on foreign currency and on income from interest. Low oil prices are affecting the dollar inflow in some countries, like Angola and Nigeria. This has resulted in tighter control of dollar outflow which again caused difficulties in the payment of interest and repayments of loans. In general, Interests paid by MFIs are slowly decreasing.

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

Case: Big data
TJAS supported an innovative data-led project with MicroCred Senegal. The project aimed to pilot a new way to test and tailor products to branchless clients groups – combining the concept of human-centred product design with lean and agile project management ("fail fast, fail cheap") and advanced data analytics. The objective of the pilot was to understand which incentives work best to influence client behaviour, among others to encourage savings, while building up a database that helps to tailor products and services and take better informed credit decisions.

The pilot tested three different product combinations with over 2000 clients (three groups plus one control group). The group that was incentivised with the most straightforward loan product performed best. Incentives to promote savings (using target setting, coaching through texting, and promise of future loans) were not well understood and will be further fine-tuned in the follow up project (part of the agility concept). The pilot has also allowed MicroCred to identify the key variables – such as age, number of previously performed transactions, and how long the account has been open – that help to predict reimbursement rate best. This information will be transformed into a risk scoring model. This new data-driven approach will help MicroCred to deliver better and more targeted products and services.

CASE: WEMAN: 'it doesn't take generations to change gender relations'
From 2011 to 2015 Oxfam Novib implemented the second phase of the WEMAN (Women's Empowerment Mainstreaming And Networking for gender justice in economic development) programme. Over 56,000 clients were trained to apply gender action learning with ten MFIs, major microfinance networks were influenced to combine gender-transformative strategies with financial services, and gender indicators were improved at sector level.

The Gender Action Learning System (GALS), which was piloted for integration in Value Chain Development from 2009-2011, was rolled out in Uganda, Rwanda, Nigeria and Zimbabwe with support from IFAD, GIZ and MFSII. This led to significant changes at household and community levels (gender division of labour, decision making, violence, livelihoods, women's access to markets etc.) and increased capacities of CSOs to address power imbalances. Through influencing with IFAD, WEMAN has been a major driver to promote pro-poor and gender transformative strategies and policies, and GALS was integrated in six large-scale, government-led economic programmes in Africa.

In Sudan the methodology was applied for local area development in the Red Sea State with support from the EU and MFSII. Experiences from Latin America and Uganda were applied with financial service providers in Bangladesh as part of MFSII, and in Cambodia the "Gender Roadmaps" methodology for addressing gender-based violence was developed based on the same experiences. In Laos and Vietnam MFSII supported GALS

pilots to support women's empowerment, and the methodology was included in EU-funded projects. With funding from Swedish Sida, through the GRAISEA programme (Gender Transformative and Responsible Agribusiness Investments in South East Asia), the WEMAN approach is used for gender equality in the shrimp value chain, and for influencing investments in gender as part of the ASEAN economic integration process.

The GALS methodology was further developed, new manuals were published and evidence of its effectiveness was documented and published. Specifically, in 2015 WEMAN finalised one of its flagship projects on gender in value chains in Uganda, Rwanda and Nigeria. The GENVAD project led to remarkable changes in women's decision making power and control of assets, gender division of labour, more secure women's access to land, and a reduction in gender-based violence and alcohol abuse. In total 58,000 people benefitted directly. It boosted productivity and quality, negotiation power and business collaboration, leading to increased incomes, savings and productive assets. It strengthened CSO capacities and influenced government agricultural programmes in six countries to include GALS in implementation plans. Building on this success, a new project was started in 2015 with support from IFAD for Rwanda, Burundi and DR Congo, to integrate gender transformative methodologies into agricultural extension, rural finance and value chains.

In Sudan, capacities of local youth, women and fisher-folk groups were strengthened for local area development and gender equality, using GALS as part of an EU-funded project with MFSII matching funds. In Asia, programme development efforts were undertaken to scale up WEMAN. Partners and country offices were trained, project proposals were developed and GALS pilots were carried out in Laos and Vietnam.

WEMAN confirms an existing body of research: encouraging women and men farmers to cooperate and share resources and decision-making results in increased productivity. Changes in the division of labour and decision making between women and men also have a catalytic effect on improving community and value chain development. With a participatory approach, programme designers and project implementation units can rely much more on the resourcefulness and creativity of marginalised women and men in addressing their challenges and creating new social norms. This requires a culture change from project-led results management to a community-led approach, in which marginalised stakeholders define their priorities and pathways for empowerment.

The impression that "it takes generations to change gender relations" is often used as an argument to invest little or nothing in gender mainstreaming. WEMAN shows that, using the right approach and resources, it is possible to change deep-rooted inequalities at scale within project timeframes.

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 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
6	# partner organisations that have sufficient knowledge to determine the impact of climate change in areas in which they are active, and whose capacities	11	10	23	28	19	24	2	8

	have been strengthened so that they can use them for lobbying purposes.								
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	15	8	29	21	67	16	84	12
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	3	36						
12	# partner organisations that have sufficient resources and knowledge to lobby effectively in the field of climate change and adaptation.	5	9	12	2	5	0	64	91

Performance on outcome and output level

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

Climate change: putting extra stress on small scale food producers

Life is already a struggle for poor communities, and climate change is making things much harder. Droughts and floods are becoming increasingly frequent, while growing seasons are increasingly unpredictable – as we saw in 2015 with the effects of El Niño, especially in countries such as Ethiopia and Zimbabwe. It means that millions of people are going hungry.

People living in poverty are more vulnerable to the effects of climate change for many reasons. Making a living is hard, so few will have savings to fall back on in an emergency. An example of vulnerable ultra-poor people are the inhabitants of the so-called chars, small islands in the delta of Bangladesh – their land was always prone to flooding, but the recurrence of the floods has increased.

CASE: Capacity building of the ultra-poor (CUP) in Bangladesh with our partner Shariatpur Development Society (SDS)

Since 2007, Oxfam Novib and Shariatpur Development Society (SDS) have cooperated in the CUP project to strengthen resilience of char communities in Shariatpur and Chandpur districts (Bangladesh) through capacity building. Char lands are islands on which the living conditions are harsh. There is no safe drinking water, no health service or sanitation, no agricultural inputs, no education, no legal or social structures. In addition, the inhabitants are exposed to daily tides which flood land on a regular basis. Climate change in Bangladesh is expected to bring temperature increase, sea-level rise, intense monsoon rainfall and increased prevalence of flood and drought, which will increase risks particularly for vulnerable communities living in char lands. Since risk reduction is related to the capacity of an individual, community or institution to prepare for and respond to calamities, the CUP project focused on capacity building for resilient livelihood practice for the extreme poor communities of char lands.

As a result of the CUP project, service delivery by the government and NGOs gradually improved and family level income increased for 30% of the households. Since CUP was the first introducer of climate-adaptive crop cultivation in this area, hundreds of smallholders cultivated vegetables and reduced poverty. In addition, the project strongly influenced government policies of land distribution and poor people's access to government

social security programmes. Lastly, women have been empowered at family level and about 2000 women are now engaged in various income generating activities for their families.

See also chapter 2.2.1. for our lobby results on climate as part of our global GROW campaign.

Water governance: making a rapidly more scarce resource accessible for the poor
Infrastructural development, agricultural expansion, industrialisation and urbanisation lead to environmental degradation and increased competition for natural resources. Climate change is further aggravating the situation with erratic rainfall, and worsening floods and droughts.

People in affected areas rarely have access to the information needed to challenge these developments. They usually have no say in water management, or influence on decision making processes, and they often lack the knowledge and means to cope with growing water insecurity. Oxfam Novib regards this as a threat to their basic rights as laid down in international agreements, standards and guidelines on water and land.

Oxfam Novib's current Global Water Governance Programme builds on existing work in three major river basins: the Mekong, Indus and Limpopo. The programme focuses on marginalised communities, consisting mainly of farmers and fisher-folk. The goal is for them to obtain a fair share of water resources, enough to sustain their livelihoods.

In the Indus basin in Pakistan, for instance, small farmers were informed about their rights to land and water and supported to demand their rights from local government in order to cease water grabbing. Since water scarcity has sparked conflicts between communities, the programme also addressed conflict mediation interventions. The programme fostered the engagement of women in policy debates and highlighted their role in the water sector at household and village level.

A small selection of the results achieved with our local partners in Pakistan:
- More than 5,000 farmers were informed about their rights and organised in community groups to strengthen their voice and foster effective collaboration with other stakeholders;
- 250 persons, including 150 women, were educated about the harmful effect of vegetables cultivated with waste water;
- 6,834 persons got access to safe drinking water from 12 new pump installations;
- 1,363 additional acres of land were irrigated for the first time due to infrastructure schemes that manage the spate irrigation in the region, which increases water efficiency. In total, 4,016 persons (including 2,236 women) benefitted from these infrastructure schemes.
- We and our partners influenced government policies directly and via the media. As a result, two policy papers were developed to assist governments in two provinces to develop their water policies. In the media part of the engagement strategy, two press conferences were organised and six TV talk shows and more than 20 radio programmes were broadcast, strengthening the voices of tail-end and small-scale farmers whose water rights are not being fulfilled. More than 12 articles were written on water issues of tail-end farmers in national newspapers as a result of a training of journalists during the year.

Conclusion

Looking back, we can proudly conclude that we have met or even surpassed almost all our targets for 2015. The results show that over five years the reported number of direct beneficiaries is declining. This corresponds with our strategic decision to be less of a 'service delivery' organisation and focus more on capacity building and influencing.

Small-scale food producers and women in particular, need secure access to natural, financial, social, human and infrastructural capital. Looking back, we have witnessed that especially natural resources, one of those capitals where small scale producers massively depend on, have become scarcer in the last five years.

The IMPACT Alliance has therefore been scaling up the work on land rights from the national levels to the international global arena. It was the first issue addressed in the Oxfam GROW campaign that started in 2011. We have actively contributed to international standards as the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests, and invested in the ability to link the work of indigenous people to international investors who act against their interests.

Biodiversity is another shrinking natural capital. Funding via MFS 2, but also from, Sida, IFAD and NPL, enabled us to set up a multi country, global programme that provides alternative models of maintaining the seed diversity, essential for small farmers that are not in a position to acquire and use the more high tech seeds.

Water is becoming more and more a source of conflict. Sometimes this happens in a country, where powerful elites maintain a monopoly on water rights. And since water flows don't stop for borders, it quickly becomes a trans-boundary issue. With our partners, Oxfam has set up and implemented water programmes in the Mekong and Indus basins, making sure small farmers get equal water rights and know how to advocate for those rights themselves.

A threat to all three of those natural resources (land, biodiversity and water) is the global warming, caused by climate change and its drivers the greenhouse gases. Oxfam Novib has put pressure on national and global leaders and on companies to take their responsibility and keep the rise of the temperature under 1.5 degrees Celsius, while at the same time make the adaptation possible for those already hit hardest by the effects of climate change: small scale food producers.

We have also been responding to the trend of corporate concentration in international value chains that influences the opportunity of small scale producers. In June 2011 the UN Guiding Principles on Business and Human Rights were endorsed by the UN Human Rights council. IMPACT alliance partners SOMO and Oxfam Novib have relentlessly worked to keep multinationals and investors accountable to uphold human rights. Oxfam Novib has done so with its methodology of ranking companies against each other in the Behind the Brands Camping and the Fair Finance Guides. SOMO contributed with the strategic use of numerous publications based on their own research regarding multinational corporations and the consequences of their activities for people and the environment around the world.

Gender is an important part of our intervention and results show an increased impact on the lives of poor people from integrating it coherently in our approach. The WEMAN project has shown in the past years in a number of countries in Africa and Asia how it's GALS-methodology can start changing gender relations within a rural household in a short period of time, while at the same time helping participants to plot a way out of poverty. As a result, both Oxfam Novib as IFAD are increasingly using this methodology and the experience of the WEMAN project in other programmes.

Looking forward, we will continue enhancing more sustainable value chains and work with local communities to push for fair seed systems. Oxfam Novib and SOMO will continue working on food, land and water issues under the Strategic Partnership with the Dutch Ministry of Foreign Affairs. We will also further build our global program on land, and build and connect regional and national programs on water governance, integrating crosscutting issues in our programming, focusing on the Mekong, Limpopo and Indus basins.

2.1.2 Programme Right to basic social services

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

2.1.2.1 MDG 2: Education
The following outcomes of the IMPACT alliance's Programme Right to basic social services have contributed to this MDG:

Outcome 19 No. of women and men (girls and boys) that benefitted from access to quality education where possible in cooperation with national authorities

Outcome 21 No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)

Outcome 23 No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this policy at country level

Outcome 26 No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education, especially for girls

Outcome 55 No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level

Introduction
Basic social services – such as education and sexual reproductive health – are essential for building better societies. These services equip young people with the skills they need to take control of their lives and become engaged and active citizens in their communities. Despite major improvements in the last decade recent studies show that progress towards achieving education for all is slowing down. In total 124 million children and adolescents have never started school or have dropped out. Furthermore, hundreds of millions of children are in school but not learning the basics of reading, writing and maths. In sub-Saharan Africa the poorest girls remain the most likely never to attend primary school. Young women also suffer disproportionately from lack of quality services on sexual and reproductive health. With the risk of HIV infections, sexually transmitted diseases and sexual violence among youth, women still have a very limited say over their lives and sexual health.

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

We work with marginalised groups, often in conflict-affected countries, and on sensitive topics. We believe in encouraging innovative approaches and involving young people, communities, and schools in projects that affect them.

The IMPACT Alliance partners that contributed to this aim are Oxfam Novib, Butterfly Works and Hirda. The Alliance has worked over the years in at least 12 countries on citizens' right to basic social services.

2.1.2.1.1 Greater participation in formal and non-formal primary education
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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/12014	Realised outcomes 2014/12015	Realised outcomes 2015
19	# partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.	18	99	706,000 men and women	464,428	388,075	215,591	187,397	267,671
	# partner organisations in more stable countries that have implemented projects providing educational services to girls, boys and young women.	33	33						
	# partner organisations in both fragile states and more stable countries that have implemented innovative educational projects aimed at quality improvement.	46	46						
	# pilot projects in further education, in particular for girls that have been implemented.	34	34						

Performance on outcome and output level:
To date the IMPACT alliance has surpassed its target of providing education services for girls, boys, women and men. However, the numbers per year in outcomes are progressively decreasing. This reflects the ongoing shift of IMPACT alliance members from service delivery towards improving the quality of education through empowering civil society, parents and young people to demand their rights to quality education. That said, Oxfam and Butterfly Works are working more in more in skills building for youth and working closely with vocational training institutes, especially around digital education. The below case study is an example of a Bits school that Butterfly Works and Oxfam Novib are working on together. Three new Bits schools are opening up in 2016 in Egypt, Nigeria and Somalia.

In Mali the IMPACT alliance made a tremendous effort in this monitoring period to improve the quality of education and enrolment for young people, especially girls. In a project focused on ending child marriages, funded by the Ministry of Foreign Affairs, partner organisations worked within the education system to end violence within the schools and the communities. The activities included capacity building of over 500 education stakeholders (teachers, local officials and parents) in order to keep schools safe and free of violence; capacity building of over 690 girls and women on leadership; building a network of female role models defending the rights of education for girls; capacity building of 11 local radio stations (such as Faso Kanu Manjoura Voice of Touba) on the topics, and a larger campaign within the community on ending violence against women and the importance of education for girls (broadcasts have reached over 10,000 people).

In Afghanistan the Project *Great Idea* has tested distant learning methodology in Parwan province and found it to be an effective medium to improve access to quality education in hard to reach areas. The project specifically promotes girls' enrolment in secondary (7, 8, 9) and higher secondary (10, 11, 12) education and reduces the drop-out rate of both boys and girls. During this reporting period the project covered 44 schools in four provinces and successfully improved the teacher quality and the test scores of young people. The launching of the pre-recorded lessons was welcomed in the school by the staff and students. An open consultation phone line made it possible for students and teachers to get answers to their questions quickly. An SD card duplicator machine, which is not accessible in the Afghan local market, was purchased from Pakistan, enabling the programme staff to start the school package in the second semester. During reporting period, in total 439 people were provided with the prerecorded lessons in their private mobile SD card, flash and external hard disk (270 students, 101 teachers from GREAT IDEA project-covered schools and 68 teachers from non-covered schools, one

supervision member of the Provincial Education Department and the head of Pamlarana organisation). For achievement and results of the GI programme, endline survey compared to the baseline of the previous year of final exams have been completed, showing the enrolment of girls in schools has been increased by 3%. According to the survey, teachers' knowledge level in methodology has been increased by 11%, and their teaching skills have been increased by 14%.

Over the past five years Oxfam Novib, Butterfly Works and Hirda have collaborated well together under this indicatorto ensure that children and youth around the world are able to obtain a quality education. One of the major changes since this indicator was first developed is that, especially for Oxfam Novib, our focus has changed from primary to secondary and tertiary (especially vocational).

CASE: AruaBits – Uganda

AruaBits is a youth project that uses a marketable enterprise development approach and ICT multimedia creatively to improve the lives of less privileged youth from non-formal settlements. The target population for AruaBits is vulnerable youth mostly in West Nile, Uganda, who are faced with socio-economic challenges that hinder them from progressing in life and making meaningful contribution to their societies. Key among these challenges is lack of employment, which leaves the youth idle and despairing and leads them to engaging in negative coping mechanisms such as drug abuse, prostitution and theft. The major cause of unemployment among these youth is their inability to access skills and funds.

The dynamic and fast growing ICT sector offers great job opportunities, especially for young people who grow up in the digital age. A Bits school trains ambitious youth from underprivileged backgrounds in ICT, entrepreneurial, creative and life skills. The Bits curriculum is uniquely adapted to market demands, teaching the skills that are needed for young people to secure a job or start their own business. AruaBits' primary objective is to provide self-motivated vulnerable youth with creative skills in:

    i.   Modern innovative web design and development;
    ii.   IT skills;
    iii.   Creative design and multimedia.
    iv.   Enterprise development skills.

To improve youth employment and self-employment opportunities, the training also includes "soft skills", focusing on communication skills, building self-confidence, sexual and reproductive health and various other skills that are needed in a formal economy context. The combination of hard and soft skills enables approximately 80% of participating youth per year find a job or start a business. In short, AruaBits unleashes the creative potential of underprivileged youth and gives them equal opportunity to have a life-sustaining career.

Some lessons learned from this project include the challenges of ensuring people with disabilities can join, especially due to the distance involved in accessing the training centres. Furthermore, it has been very important to involve partners like Reproductive Health Uganda to provide psychosocial/counselling support in cases where domestic related issues arise among the students.

For further information check out:
- AruaBits website: http://aruabits.org/
- Facebook: https://www.facebook.com/Aruabits
- Twitter: https://www.twitter.com/Aruabits
- Bits Academy: https://www.bitsacademy.org
- M&E tool: https://butterflyworks.mendixcloud.com
- Exemplary Youth Project: https://www.nileagenda.co.ug

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/1Q2014	Realised Outcomes 2014 1Q2015	Realised Outcomes 2015
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	500	0	3	3	0	70	1	1

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

In 2012 Oxfam Novib decided to focus primarily on the GROW campaign and not on the quality education campaign in the Netherlands. However, through this period Oxfam Novib has continued to be a member of the Netherlands Global Campaign for Education (GCE NL). During this monitoring period the GCE NL did not reach any numbers on an education campaign. However, for more information on the great work that GCE did during this reporting period please see more on this outcome in chapter 2.2.2.

2.1.2.1.2 Improved quality of education
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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/1Q2014	Realised Outcomes 2014/1Q2015	Realised Outcomes 2015
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	13	35	24	12	8	9	17	13
	# southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	5	31						
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	3	27						
26	# partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions.	6	2	29	5	7	2	1	10

	# instruments (e.g. for measuring behavioural change in educational programmes) that have been developed jointly by local partners, research institutes and the IMPACT alliance.	4	2						
	# 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	1						

Performance on outcome and output level:

For indicator 23, the IMPACT alliance surpassed our targets a couple of years ago, and in retrospect perhaps the targets were not ambitious enough. However, there is a striking change from 2011 where there were more partners and country offices working on education. With reviews of country strategies and budgets in 2011 many countries chose to not focus on education work, which of course had drastic consequences on results. Unfortunately, this trend goes beyond Oxfam, and the Global Monitoring Report on Education for All of 2015[6] warned that they are seeing major repercussions from drops in education funding by global actors.

Observing the World Teachers' Day 2015, Oxfam's partner in Bangladesh CAMPE organised 25 workshops on *Quality Teachers: Present Status and Vision for Future Generation* at district level to create awareness on characteristics of quality teachers and major obstacles in quality teaching. A national level advocacy workshop was held also organised with relevant ministries and departments on the same issue. A factsheet was developed on teachers' quality and status in primary and secondary education of Bangladesh. The factsheet (1000 copies) and a booklet (1000 copies) on quality teachers were published and disseminated among a wide audience. Three advocacy materials of Oxfam and education international were translated into Bangla, printed and distributed, which included: a) advocacy toolkit for teachers to provide a quality education, b) guidelines towards a national competence profile for primary teachers; and c) booklet: "No educational system is better than its teachers – Quality Educators for All".

In Mali, modules of the Oxfam Novib and Education For All programme Quality Educators, which combines NGOs and teacher unions, have been taught nationwide in schools and training institutes. This programme has also gained funding for a second phase in Mali, focusing on middle school teachers. The programme will build on the successful work of the past couple of years, in which over 4400 community teachers (30% female) were trained based on the competence profile and 842 community teachers integrated into the Public Service, improving the test scores of children and commitment of teachers to their profession.

For indicator 26 there was some concern in previous reports that we would not meet our targets, and in the last monitoring report we reflected on how there has been a great deal of learning but the way that this indicator is written does not reflect this. The last five years have been rich with sharing, documenting and building a knowledge base on our education and SRH work – especially on how we are working with young people on these rights. In 2015 we commissioned research on employment for youth, with a specific focus on youth as active citizens and educational needs in West Africa. This research is one of many we have worked on in the past five years, including desk studies and field research around youth as active citizens; the development of case studies on our work around the world; yearly global learning events; and peer to peer learning through webinars, learning communities, and sharing of information through Box and Atlas.

CASE: Launching of the Oxfam Youth as Active Citizens Learning Community
"It's very important for us as young people to be able to see what has worked for different countries, and that can only help us move forward in our work." Youth participant, Morocco

From June 8th to 12th, 2015, the inaugural initiative of the Oxfam Youth as Active Citizens (YAC) group, the Youth Programme Development Workshop, was held, bringing together almost 60 participants, which included Oxfam staff, youth and partners from over 25 countries and four Oxfam affiliates. The aim of the workshop was to create a space to share and learn about Oxfam's rich and diverse youth active citizenship work happening across

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[6] Global Monitoring Report on Education for All (2015) - hyperlink

different regions, and collaboratively identify paths for more participatory, impactful, youth-led programming. Stemming from a renewed focus on youth in the Oxfam Strategic Plan 2013-2019, the overarching vision of this work is for Oxfam to strengthen its ways of working in partnership with young people, so they can better participate in and lead on decision-making that affects them and their communities.

In that spirit, the workshop achieved the following results:
- Youth supported by Oxfam and Oxfam staff have learned together from shared experiences.
- Participants have become familiarised with a youth-focused and participatory programme development methodology (co-creation).
- Concrete ideas for joint multi-country programmes to further youth engagement and participation have been identified.
- A plan of action to develop these ideas has been defined.
- Trust, mutual understanding and a sense of shared purpose have been promoted among participants.

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

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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/1Q2014	Realised Outcomes 2014/1Q2015	Realised Outcomes 2015
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).	14	27	49	20	38	21	14	31
	# 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.	11	10						
	# southern partner organisations active in education that have been trained in participative budget planning and monitoring.	5	9						

Performance on outcome and output level:

For indicator 21, where we wanted greater involvement, participation and influence through representatives of parents, pupils and teachers, we have more than doubled our projections. Around capacity building for southern partners on budget monitoring and evaluation of education policy this has gone above our projections due to a focus by Oxfam on budget monitoring with our Even it up! Campaign. This campaign focuses on inequality in countries specifically looking at taxes and accountability,

Oxfam and Butterflyworks have worked with southern partners to involve youth to speak up for their rights. An example of a project that ran during this monitoring period is young@heart, which was piloted in Vietnam and Uganda. The project aims to empower youth to raise their voices in order to articulate their needs and aspirations and create opportunity for youth to develop themselves and actively participate in solving social issues. In Vietnam, for example, 976 youth engaged during the project cycle as direct beneficiaries. Many youth-led initiatives had also engaged a large number of youth and created benefit for many other young people. Through capacity building sessions, youth participants have enhanced awareness on their roles in addressing social issues. Beside the delivery of project activities (offline), youth also have powerful interactive activities on social networks (online) to strengthen communication and networking (check out the blog here to see how young@heart included youth within the monitoring system: http://policy-practice.oxfam.org.uk/blog/2015/10/designing-programmes-which-are-young-at-heart).

In Afghanistan the programme My Rights My Voice works to empower young people to increase their rights especially on education and SRH. The youth groups that have been created have provided a successful forum for young women to participate and take on leadership roles. Female participants and youth group leaders outnumber their male counterparts in some provinces, and they are engaging more meaningfully in advocacy initiatives and discussions with peers, parents and government authorities. This was not the case at the beginning of the project. It has been observed that most people in project communities now support girls' education and accept girls as decision-makers in society, while mixed youth groups are now permitted in most areas, which was not the case at the beginning of the project. This has been a result of the inclusion of community elders and other stakeholders in youth activities and planning processes. Currently, youths are having direct contacts with different stakeholders and service providers and they have played a significant role in the National Youth Policy, which was completed in August 2014 and ratified by the Afghan government on 23rd August 2015. Youth ideas were incorporated during the development of this policy, and youth advocated for its ratification when it was pending for a long time at the ministry council.

In Yemen, partner SOUL has a people-centred approach to development and places great importance on the need for community-level participation and co-operation in all stages of project design and implementation. This project refers to SOUL's engagement with the international iEARN network that provides online education and is considered to be the largest educational network on the Internet. Its main goals are to develop friendly relations among youth of all nations based on respect for the principle of equal rights and self-determination of peoples; and supporting youth to be accountable, skilful, and independent in implementing collaborative projects to contribute to their communities and themselves. The students and teachers use this network to explore, exchange ideas, discuss issues and conduct joint projects. A total of 195 persons (119 men and 76 women) were directly involved in the execution of this project as trainers, co-ordinators, pupils or collaborators in the community projects such as the renovation of buildings and facilities (washrooms, library), the installation of medical posts with first aid kits, a solar system and planting trees. More specifically a total of 83 youth (53 boys and 30 girls) from orphanages in the project area were selected to participate in workshops on life skills, gender issues, the design and management of small community projects; active citizenship and the iEARN network.

Global Oxfam Novib partner CLADE developed a monitoring system on the human right to education financing in Latin America and the Caribbean for tracking public education budgets in different countries of the region. Clade shows 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.

For the IMPACT alliance (and especially Oxfam), active citizenship is the cornerstone to the work we are doing. Moving forward our education and SRH work has integrated this as the key entry point by working with youth on their rights and ensuring that they are part of the design and implementation of our youth programmes. Oxfam and Butterfly Works are specifically working together closely on this as we use human centred design methods to involve the key stakeholders in the work that we do.

CASE: Human Interest story: Ayesha from Bangladesh stands up for herself against child marriage
Ayesha Khatun studies in class VI in Zia Girls' Secondary High School. She lives with her younger sister, mother and grandparents. Her father passed away a few years ago. Her grandfather is a day labourer and her mother and grandmother work as maid servants.

Road reconstruction work was being conducted by the Khulna City Corporation near to Ayesha's residence. Jahir, one of the day labourers in that project, used to work with Ayesha's grandfather and had become his friend. Jahir saw Ayesha while on her way to school and suggested to Ayesha's grandfather that he could choose her as his son's bride. Ayesha's grandfather delightedly accepted the proposal, without consulting anyone else.

Later, when this issue was discussed in the family, Ayesha got upset. She knew this was child marriage, and she had attended project sessions on the negative impacts of child marriage. These had helped her to understand the effects on her own mother's life of having been married while still a child – such as not finishing her studies, and developing health problems due to having children too young. Ayesha imagined the same sufferings in her own life. Ayesha discussed her concerns with her mother, who sympathised but was afraid to go against the grandfather's decision. Ayesha announced that she wouldn't get married, but her grandparents paid no attention to her opinion.

Ayesha shared the situation with her classmates and requested them to help. They, too, tried to persuade Ayesha's grandparents, but to no avail. Ayesha's classmates then discussed the issue with one of the assistant teachers in the school, who consulted the headmaster and other teachers. The teacher visited Ayesha's grandfather and informed him that according to the law, child marriage is punishable, and the school would inform law enforcement about Ayesha. The teacher also tried to make the grandfather aware of the unpleasant consequences of child marriage. Finally he was convinced and the marriage was stopped.
Ayesha is determined to continue her studies, and has started working as a maid servant like her mother and grandmother to cover her educational expenses. In Bangladesh, many girls like Ayesha are facing the curse of child marriage, but very few yet have Ayesha's awareness and determination to take the initiative to prevent it.

2.1.2.2 MDG 4, 5 and 6: Health
The following outcomes of the IMPACT alliance's Programme Right to basic social services have contributed to this MDG:

Outcome 20   No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)

Outcome 22   No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes

Outcome 24   No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level

Outcome 25   No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.

Outcome 27   No. of cases showing that the effectiveness of programmes has increased due to learning trajectories and knowledge exchange on mainstreaming HIV

2.1.2.2.1 Better availability of preventive measures, treatment and/or care
Outcome 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/1Q2014	Realised Outcomes 2014/1Q2015	Realised Outcomes 2015
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying,	10	8	11	9	3	0	1	0

	campaigns and budget monitoring for SRHR.								
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.	1250	0	16	2	1	0	0	1
	# 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.	4	0						

Performance on outcome and output level:

For indicator 24, where Southern partners lobby around SRHR in their respective countries, the IMPACT alliance has reached its targets forecasted for this business period.

In Pakistan the Bachpan Bachao project "That is no Way to get Married", implemented in Sindh and Punjab provinces, worked closely with local communities to address harmful traditional/social norms of child marriages. The project also aimed to improve access to SRH services for youth, specifically married and unmarried girls, and build capacity of stakeholders through skill development in conducting issue based theatre and understanding the model of attitudinal change. Capacity building activities were conducted to improve the understanding of the police and judiciary on child marriage legislation, and ultimately increase enforcement of the law in the targeted districts. Moreover, sensitisation of local communities has increased awareness on the ill effects of child marriage and contributed to reducing the incidence of child marriage in target districts. Teachers also received training on improved communication with young people on the age of marriage. The documentary prepared on the subject provided contextual analysis (physical, social and economic) of the identified community, and included monologues and discourse of identified stakeholders at local level (nikah registrars, police officials, local public figures, teachers, health professionals, parents and youth) and national level (parliamentarians, law makers, academics, policy makers and religious scholars), exploring how these stakeholders look at this issue, and proposed doable solutions in their respective capacity to address or curb the practice.

In Mali, as a result of successful lobby and advocacy, the mobile phone platform (created by Butterfly Works and One World UK) informing young people on their SRH has been validated by the Ministry of Education. A formal presentation was made to the Minister of Education on February 9 at Hotel Salam in Bamako. The 18 lessons on sexual and reproductive health will be integrated into the Malian education system.

For KPI 25, Oxfam Novib in 2011 decided not to have a campaign around SRH. Furthermore, SRH has become a priority topic for the Dutch government, therefore there was not as much need to lobby on this. As a result, this indicator has not been met.

2.1.2.2.2 Increased take-up of public and private health care

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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs Q2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
20	# partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.	20	65	697,000 men and women	1,009,292	1,065,165	518,906	1,261,617	1,142,668

Performance on outcome and output level:

Out of all of our indicators indicator 20 – looking at partner organisations implementing SRHR services – was the most underestimated. This has been explained in previous years by the huge numbers of young people that used the ICT text messaging services to access information on SRH.

In Bangladesh many different partners worked on SRH education in schools. One example is a partner, HASAB, using ICT components targeting schools and out-of-school areas: HASAB established a 24-hour call centre and provided advice to 200,000 students, youths and adolescents on SRHR issues. 10,000 stickers with information on the call centre were pasted in schools and public places for mass awareness. Local and religious leaders, teachers, the UP chairman and members were made aware of the importance of SRH through coordination meetings. More than 400,000 bulk SMS messages were sent to mobile phone users with information on SRHR education. 10,000 adolescents and 600 parents were also trained on SRHR education. HASAB created access to sanitary kits for 3,700 girl students with subsidised prices from market sellers.

In Mali, Oxfam Novib, Butterfly Works and partner One World UK worked on the platform AN KA KUMA (**www.ankakuma.net).** The platform consists of a blog to provide space for youth to post articles and comments; a place where people can sign a petition on the theme "Protect Malian youth against sexually transmitted diseases"; a quiz to teach people issues around SRH; and course modules including videos on SRH education. In order to ensure better promotion and popularisation of the KUMA AN KA project, six episodes of 13 minutes each in a TV series "Long Live Youth" were made and are in post-production. The series deals with knowledge and experience to inform and raise awareness on the importance of the issue of reproductive health, especially among young girls. The videos were posted on YouTube: **https://youtu.be/0E1MYHPriQE**. The messages conveyed through these entertainment elements focused on the rights of women, early marriage, sexual and reproductive health, female genital mutilation and gender-based violence in general.

CASE: Universal Access to Female Condoms

The second phase of the UAFC Joint Programme ran from 2012 to 2015, focusing on "increased availability and affordability", "increased demand and sustained use", and "increased international and national support". In 2015, special emphasis was put on the implementation of the end of programme evaluation, the Female Condom (FC) Conference, and ensuring sustainability of programme achievements after closure of the programme.
The overall conclusion was that the UAFC Joint Programme has built on the results achieved during Phase I and successfully adapted or complemented some of the strategies of the three programme components, resulting in the realisation of most of the envisaged outcomes for each of the programme components. UAFC contributed to important changes in the global FC market, e.g. the entry of prequalified FCs on the global market and a reduction in the procurement price for FCs. The UAFC country programmes demonstrate that demand can be created; it is, however, essential to continue combining availability and accessibility of FCs with education, awareness raising and local advocacy.

Although in the UAFC countries the FC market remains very modest, distribution using private outlets has been seen as a viable distribution route. At the global level, UAFC has been successful in keeping FCs on the international agenda. FCs have been integrated in policy documents of several governments such as the Netherlands, France, Sweden and the UK. The evaluators concluded that the governance and coordination structures and management systems for the UAFC Programme have been relevant, appropriate and conducive for professional implementation. The evaluators concluded that, although the ambition to make female condoms available, affordable and accessible for all has not yet been achieved, the programme has demonstrated that a demand for FCs exists and that it is worth investing in female condom procurement, advocacy and programming.

The UAFC team is proud that the lessons learned from working in a partnership such as the UAFC programme, as formulated in the end of term evaluation have been used for an online article in Vice Versa as a positive example of partnership and an inspiration for other consortia: http://www.viceversaonline.nl/2016/02/47978/.

Sustainability of programme achievements

UAFC stimulated country partners to fund raise (locally) and to integrate FCs in their programmes funded by other donors. FCs are still available at country level thanks to the UNFPA donating substantial amounts of FCs to UAFC's partner in Nigeria (4 million FCs) and lead partner in Cameroon (600,000 FCs).

UAFC also worked on building the capacity of local advocacy partners in Cameroon and Nigeria. The advocacy work done by these local advocacy partners has led to increased awareness and political will from local and national governments in Nigeria and Cameroon to include FCs in their programmes, policies and budgets. UAFC has contributed to building the capacity of country partners on supply chain management through in-country workshops in Mozambique and giving technical advice to partners in Cameroon and Nigeria.

At the global level, UAFC has contributed to the entry of three new WHO-approved FC designs. Two new designs received WHO approval in March 2016. New FC designs on the international market increases the choice for both procurers and women, and stimulates competition, one of the major objectives of UAFC at the onset of the programme. To make sure the FC knowledge gained (e.g. UAFC Implementation Guide and Advocacy Toolkit) and research (e.g. Study on Male Acceptance of Female Condoms and Impact Evaluation in Mozambique) is not lost, the UAFC website (http://condoms4all.org) and the FC Market Intelligence Portal (http://www.fcmi.org) will remain in use after the programme has ended. UAFC consortium members will continue responding to fund raising opportunities, e.g. Rutgers has submitted a proposal including FC advocacy under the Amplifier Change Grant. Oxfam Novib will integrate FCs wherever relevant and possible.

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 27   No. of cases showing that the effectiveness of programmes has increased due to learning trajectories and knowledge exchange on mainstreaming HIV

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
27	# knowledge trajectories that have been organised in the field of HIV/AIDS mainstreaming	3	1	11	7	4	3	2	1
	# local and international partners that have the resources and capacity to document their experiences and to publicise them (inter)nationally.	2	23						

Performance on outcome and output level:

The IMPACT alliance has met its targets around improving the knowledge and behaviour patterns on SRH among young people.

In Bangladesh the Oxfam Novib team has been implementing a large programme on SRHR issues targeting adolescents and youth, including activities that address and educate people about HIV/AIDS:
   a.   School-based *classroom teaching-learning* session for school-going adolescents by teachers;
   b.   Community-based *peer education* session for out-of-school youth and adolescents by peer educators;
   c.   TV commercials and drama;
   d.   TV and community radio tal k shows;
   e.   Local cultural performances e.g. pot song, street drama;
   f.   Day observation for raising awareness.

In Somalia in 2015, the Somaliland National Youth Organization (SONYO) carried out a participatory action research (PAR) on youth and HIV in Somaliland. A total of 926 respondents (281 female and 645 male) from the six regions of Somaliland were interviewed on their knowledge of HIV. The results were shared in a launch ceremony on 10th August attended by government representatives, youth and other organisations including UNDP, SOLNAC and SONYO members. The study's key recommendation was that there is a need for partners to adopt and support the implementation of two key strategies on engaging with youth and adolescents on HIV/AIDS programming: a youth and HIV/AIDS strategy aimed at informing programming for and with youth on HIV/AIDS; and a life skills-based education strategy to mainstream HIV/AIDS and SRHR issues into school curricula.

CASE: Combating HIV/Aids in Mozambique
Mozambique has one of the highest rates of HIV in the world, with an estimated 1.5 million[7] people in the country having the disease in 2014. As a result, Oxfam ensures that all its programmes and interventions in Mozambique have an HIV/AIDS component. Several results were achieved in activities implemented with our partners. Last year we focused on trainings, capacity building and awareness raising sessions on HIV/AIDS and GBV in the context of emergencies; promotion and participation of debates related to HIV/AIDS on radio and television through partners; Decree Law 19/2014 on protection of workers living with HIV for the public and private sectors and civil society; distribution of materials about HIV/AIDS; development and launch of a report on HIV discrimination and stigma index; and, internally, the production of flyers for the dissemination of HIV/AIDS policy at the workplace.

As a result of our interventions, we have improved knowledge of government representatives and civil society partners regarding WASH with the integration of HIV/AIDS and gender in development programmes and during emergency responses; improved knowledge on HIV/AIDS and GBV among men and women including young people and adolescents at the community level, with 1,789 people (837 women, 361 men, 340 girls and 251 boys) adhering to voluntary testing and counselling – 1,257 started to participate in family planning sessions and, through our partners, 206 restarted treatment; improved coordination with health service providers and other NGOs for greater attention during the planning and implementation of activities including the needs of PLHIV; and secured more attention on people living with HIV/AIDS in all programmes and for response to emergencies.

These are considered as priority beneficiaries: 11 partner institutions adopted the HIV/AIDS policy, ensuring that there are no cases of discrimination, stigma and loss of workers' rights and duties; greater consideration of gender issues and HIV/AIDS at the institutional level (Oxfam and partners) and their programmes; and recognition of the work of our partners in this area by the government, which resulted in partners being invited to participate in the elaboration of evidence to assess the stigmatisation index on PLWHA and the elaboration of PEN4 (National Strategic Plan to Combat HIV/AIDS).

Lessons learned include the involvement and adherence of people living with the disease in reducing stigma and discrimination against PLWHA, with the provision of social care for partners, community activists and dissemination of messages about HIV/AIDS. With the frequent holding of health fairs by civil society institutions in partnership with health facilities, there is greater adherence to information on HIV prevention, voluntary testing and counselling, causing people to know their health status with respect to the disease.

2.1.2.2.4 Greater equality in healthcare access for men and women
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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
22	# organisations of people living with HIV that are (also) supported by the IMPACT alliance.	8	54	22	23	21	40	50	32
	# partner organisations	15	122						

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[7] http://www.unaids.org/en/resources/presscentre/featurestories/2015/december/20151208_Mozambique

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.									

Performance on outcome and output level:

In Mozambique there was improved access to health services by women living with HIV/AIDS. In this regard partner organisation NIVENYE has identified and referred 301 people living with HIV/AIDS to get access to treatment and psychosocial assistance; 63% of beneficiaries are women. Additionally 164 pregnant women were identified and received assistance for prevention of mother to child HIV transmission. A total of 4,508 people were reached by sensitisation campaigns conducted by NIVENYE on rights of people living with HIV/AIDS and gender based violence; 48% of audience was men, who contribute to reduction of gender based violence. A total of 250 teenagers (165 girls and 85 boys) benefitted from information and sensitisation campaigns to prevent early marriage and promote sexual and reproductive rights in Zambezia province. The activities were conducted by NAMUALI, in Namacurra and Mocuba districts, and contributed to reduce the number of girls dropping out of school from 264 students (2014) to 110 (2015), the main causes for school dropout being early marriage and pregnancy. Additionally the activities supported enrolment of 45 girls in primary school.

One example of training that took place in the past year on SRH is the FC conference, organised by the UAFC, together with the MaTCH Research University of Witswaterrand (South Africa), the Centre for Health and Gender Equity, USA (CHANGE) and Population Services International (PSI) www.condoms4all.org/conference2015. Held from 1st to 3rd December in Durban, South Africa, the conference showcased the wealth of expertise and networks built up over recent years. Around 200 people (including researchers, policy makers, implementers, manufacturers, health workers, and representatives from NGOs, governments and UN Agencies such as UNFPA) were successfully exposed to interactive workshops, discussion panels, scientific presentations and plenary sessions to get updated and informed about different aspects of FCs, e.g. demand creation, advocacy and manufacturing and research. Participants were highly appreciative of the diverse programme and high level of input and discussions. Prior to the conference a linking and learning workshop was held to enable exchange between programming and advocacy partners with the objective of reflecting on integrating female condoms in other programmes, and to jointly address learning questions from the end of term evaluation.

Conclusion

In the case of almost all outcome and output indicators programme 2 on essential services, the IMPACT alliance has reached its targets and in many cases doubled and tripled its expectations. It is therefore safe to say that we have met our objectives. Many lessons have been learned over the past five years on work around education and SRH, such as the importance of involving stakeholders – especially young people – in the design and implementation of programmes. This lesson has shaped the youth work that Oxfam Novib (in collaboration with Butterfly Works) is presently doing. Other key lessons include finding the right partners for collaboration, which more often than not includes government, private sector and civil society. By finding these interesting partnerships we can strive further to reach higher scale and learn from different ways of working. In the past five years the IMPACT alliance has also developed in its Monitoring, Evaluation and Learning in order to be more concrete and sharper in the goals and strategies for our programmes. This can be seen in the development of our impact measurement tools (World Citizens Panel) and the practice of building learning moments in the new programmes we design.

The targets that were not met were indicators 25 and 55, which are about targeting the Dutch public on the issues of education and SRH. This was flagged after the first year because Oxfam Novib made a strategic choice to stop doing large scale campaigns on these topics due to financial pressures and being more effective on the GROW and inequality 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.

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

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

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

On all these issues, we work on direct poverty alleviation, civil society strengthening and knowledge and innovation management, as well as advocacy and campaigning to pressure governments and international organisations to fulfil their responsibilities. Since 2011, Oxfam Novib has increasingly worked on this program as a part of the Oxfam confederation, a demonstration of Oxfam affiliates' increased integration into 'one Oxfam' in order to create impact and be more efficient.

IMPACT Alliance partner Oxfam Novib and Butterfly Works contribute to this programme. The Alliance has worked over the years in more than 15 countries on citizens' right to life and security

2.1.3.1 MDG 3: Gender
The following outcome of the IMPACT alliance's Programme Right to life and security has contributed to this MDG:

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

2.1.3.1.1 Women, peace and security

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
30	# partners in fragile states that have received support in order to strengthen their capacities in terms of conflict sensitivity.	20	23	52	16	102	14	44	7
	# partners in fragile states that have received support in order to strengthen their capacities in terms of female leadership in conflict areas.	12	25						

Performance on outcome and output level:

Oxfam Novib is working towards more equitable peace by focusing on the gendered causes, impacts and consequences of violence and war. As such, supporting partners to implement work on Women, Peace and Security (WPS) remains at the core of our work. In this reporting period, 19 organisations received support to strengthen their capacities in the area of female leadership in conflict areas, and 19 partner organisations working in fragile states were supported to improve the conflict sensitivity and gender, peace and security approaches of their programmes.

These results continue to reflect Oxfam Novib's consistent commitment to further the WPS agenda, including by ensuring conflict sensitivity and dedicated gendered conflict transformation programming, and by developing innovative learning-based approaches to gender, peace and security. The realised outcomes of partners that have received support on strengthening their capacities in terms of conflict sensitivity is lower compared to previous years, largely due to capacity constraints. However, as we continue to work on conflict sensitivity and build on the strong foundations laid on gender, peace and security work (e.g. through staff and partner trainings and as a, as a standard part of programme development,and as a core component of long term conflict transformation), this number – as well as the quality of the outputs - is expected to rise over the next three years. Across Oxfam Novib's conflict transformation focus countries, WPS and the gendered dimension of conflict are addressed in line with the context specificities and with Oxfam Novib's goal to deepen our understanding of and commitment to the implementation of the WPS agenda.

In the Great Lakes region, work on conflict transformation places a significant emphasis on women's protection needs and participation in political processes. Through Oxfam Novib's Peace Beyond Borders Programme – which addresses the root causes and consequences of conflict in Burundi, DRC and Rwanda – women and men have been empowered to engage with decision-making processes with targeted trainings to increase their capacity for political dialogue, policy analysis, education, advocacy and citizen control and internal governance, for example. In the DRC, technical support has also been given to the 'women working group on UN resolution 1325', which aims to address the absence of Congolese women in the implementation of the Peace, Security and Cooperation Framework and in public institutions.

In Niger, peace and stability projects focused on the participation of women and youth through various strategies which place a particular emphasis on achieving behavioural change around the role of women in democratisation processes; increased meaningful participation of women in public spaces; and an increase in the number of women in decision-making bodies at national, regional and local level. The project also seeks to address the protection of women in conflict-affected regions, such as Diffa, and to influence community attitudes to the equal rights of women and men.

In Somalia, Oxfam Novib and Saferworld collaborated on the development of a baseline study looking at engagement with the informal justice sector from a WPS perspective, to further inform programme development work in this area. In August 2015, Oxfam Novib also launched a research report entitled 'Somali Solutions – Creating Conditions for a Gender Just Peace in Somalia', to inform programme development and policy and

decision makers in the EU, US, AU and Somalia on the best way to pursue gender-responsive peace and reconciliation processes, and to engage with and influence think tanks and academics working on this subject.

In Zimbabwe, work on transforming cultures of violence into cultures of peace specifically addressed the underlying factors responsible for the marginalisation and disenfranchisement of women and youth. Through support to multiple partners, work in 2015 (as the final year of project implementation) focused on organisational development, building on previously undertaken peacebuilding training and to support the sustainability of partners under this programme. Training on peace building, conflict mediation, women's rights and leadership, and the establishment of peace committees have also continued this year, along with national level lobby and advocacy activities.

In both OPT and Israel, Oxfam Novib continues to support marginalised women's rights on countering militarisation, normalisation of violence and the national discourse of 'security'. Work on WPS in OPT/I focuses on both protection and participation elements of the agenda. The Netherlands government-funded regional WPS programme 'Amplifying the Voices' – of which OPT is part – has enabled Oxfam to be one of the leading international organisations in building the capacity of local women's rights-focused Palestinian organisations on influencing, lobby and advocacy and provided them with needed representational support during UN CSW meetings in New York. This work in OPT/I is achieving very strong results, with an increasing number of women accessing partner organisation services in East Jerusalem. The project has also seen strengthened collaboration between organisations from across the OPT in the development of shared strategy and prioritisation of actions by the women's rights groups active in different UNSCR 1325 coalitions in the West Bank, Gaza and East Jerusalem.

In Yemen, while the outbreak of conflict has placed significant obstacles in the way of programme development, through the 'Amplifying the Voices' framework Oxfam Novib has developed a concrete alternative proposal to press forward with work on WPS by undertaking a joint study (implemented by Oxfam, Care and Gender Gap) on the implications of the conflict on women and gender relations, as well as by providing extra support for Oxfam Novib's consortium partner Women Peace Program (WPP). The results of the gender study will be instrumental in the design of the Yemen programmes and evidence-based influencing on WPS in the coming period.

Oxfam in Pakistan is steadily increasing its work on WPS as a core component of its conflict transformation programming. The issue of women's participation in particular is being tackled from multiple perspectives, from rule of law programming (both gender-responsive access to justice and security sector development programming) to participation in decision making at multiple levels. In community based participation initiatives, significant increases in the number of women participating in programme activities (community consultations, citizen-government dialogues and briefing meetings with government officials) have been recorded, and women religious leaders have also been engaged in peace promotion activities and provided with trainings on peace messaging (see case study below for more details).

In Pakistan, programme development work under the MFSII funding framework has also been undertaken on gender-responsive security sector development, including analysis of the Police Reforms Acts, with the aim of identifying programming entry points and influencing opportunities. In this research process, emphasis was placed on the creation of safe spaces for women and men to share their concerns and have open and honest discussions on the daily realities of women, peace and security in the context of security sector development. Bridging the link between security sector reform and the justice and accountability framework, Oxfam Novib has been working together with the renowned peacebuilding NGO Saferworld to undertake extensive research and programme development on the rule of law, with a specific focus on understanding the WPS dimensions in relation to engagement with both the formal and informal justice sector. A national and global baseline was developed at the end of 2015 and forms an integral part of joint current programme development opportunities.

In Afghanistan, work has continued under the 'Bayan II' programme on national influencing for inclusive security and women's political participation (running from November 2014 to October 2016). The programme is funded under the 2nd Dutch National Action Plan on UNSCR 1325 framework. Bayan activities link national influencing and awareness raising to the important issue areas of inclusive security and political participation of women. In consortium with Cordaid and Gender Concerns International, the programme is mainly working to engage rural and urban citizens on the issues of participation, protection and prevention thought a variety of activities including research, capacity building and community engagement, and the development of communications platforms, as well as national and international level advocacy activities (see lobby and advocacy section for more details).

Myanmar's conflict transformation and women, peace and security work is based on attaining long-term peace through inclusive spaces for women and men to engage in dialogue, decision-making and building inter-group relations. Significant activity has taken place under a dedicated WPS programme focused on developing the capacity of ethnic women's networks in Kachin and Kayin states. Recent achievements include the development

of the 'Women's Five Point Agenda', which identifies common strategies for women's participation in the current peace and electoral processes and consolidated the existing advocacy demands of women's rights organisations that were built on existing international standards, such as UNSCR 1325 and CEDAW recommendation 30; support to women's networks' advocacy initiatives for the increased representation of women in decision-making structures; support for the establishment of a legal advisory team in Kayin state assisting victims of violence; and the development, dissemination and training of a civic and peace education curriculum to 4480 men and 15,309 women in Kachin.

In 2015, Oxfam Novib co-organised – along with the Grotius Institute for International Law of the University of Leiden – the sixth training on WPS as part of the Leiden University Summer School programme. The training was coordinated with other organisations such as the Ministry of Foreign Affairs, the Dutch Gender Platform WO=MEN, and the Women Peacemakers Programme. The objective of the course is twofold: to increase participants' theoretical knowledge, and to share experiences and build new networks, thus enhancing the WPS agenda. The training addressed the opportunities brought by the WPS resolutions to lobby for inclusive peace processes and security, and also the challenges women face in practice. It included classes on conflict, human rights frameworks and sharing strategies such as lobby and advocacy. Participants are women and men from all over the world, including partner organisations, NGOs, activists and staff of international organisations.

Case: Citizens First: Improving Human Security in Pakistan
The aim of the Citizens First conflict transformation programme is to contribute to the development of human security by strengthening the social contract between civil society and government, with a focus on women's rights organisations and inclusive participation in decision-making processes. An inclusive approach to the promotion of peace and harmony among all citizens and other stakeholders of various ethnic and religious backgrounds and strata is fundamental to the aims and strategies of the programme.

Under Citizens First, Oxfam Novib and its implementing partners aim to identify drivers of conflict and unifying factors across various segments of society. This is achieved partly through cultural events, dialogues and consultations across the 15 project districts in the provinces of Punjab, Sindh and Khyber Pakhtunkhwa, which provide women and men with opportunities to come together to discuss issues and potential dividers. The approach of the programme is to generate dialogue and engagement among various stakeholders to identify, prioritise and devise strategies to address the issues. During the process, citizens also build trust with each other across different religious, sectarian, ethnic and cultural identities. The programme specifically engages male and female religious leaders in discussion and training on peace promotion.

During programme implementation, there has been a marked increase in the meaningful participation of women in public discussion and decision making spaces around community needs. From 2013 (as the first year of programme implementation) to 2015 the participation of women in public consultations increased from 29% to 48%. This development has been especially pronounced in more remote areas such as Dera Ghazi Khan and Muzaffar Garh in Punjab province, where restrictions on women's participation and decision making is traditionally hampered by patriarchal cultural norms. These obstacles to women's participation range from being unable to travel to public gatherings to taboos around speaking out in public. In this context, shifts in behavioural change that have created space for women to voice their concerns and be part of decision making and processes is particularly significant.

As a result of community based training and the creation of shared decision-making spaces at community level, the active participation of women in citizen-government dialogues and briefing meetings with government officials was also observed. For example, whereas in 2013 and early 2014 communities and citizens' groups would often send all-male delegations to these briefings, occasionally accompanied by one or two women, during 2015 It was observed that delegations typically include between four and seven women. This 'trickle-up' effect reflects the importance of inclusive community level structures to wider behavioural change in the development of longer-term peace and stability that represents the needs of all citizens.

2.1.3.2 Theme: Fragile states
The following outcomes of the IMPACT alliance's Programme Right to life and security have contributed to this MDG:

Outcome 28   No. of women and men (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states
Outcome 29   No. of women and men (women in particular) more able to protect themselves against disasters
Outcome 31   No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods
Outcome 32   No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and have improved accountability towards the local people

Outcome 33   No. of partner organisations that can show through cases to be able to express the voice of civilians in conflict areas in the international debate about conflicts and the quality of the (inter)national assistance.

Outcome 34   No. of policy changes by national government and/or the international community that contribute to a better protection of civilians (especially women in conflict situations and use of Resolution 1325)

Outcome 35   No. of cases that show that the capacities of partner organisations in fragile states on conflict transformation and protection of civilians are strengthened through exchange of knowledge with knowledge institutes.

Outcome 36   No. of cases revealing that the capacities of partner organisations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes

2.1.3.2.1 A safer society for all citizens especially women

Outcome 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 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
28	# partners in fragile states that have implemented projects concerning conflict transformation.	18	55	484,000	421,092	676,719	11,681	31,244	331,467
	# partners in fragile states that have implemented projects concerning the protection of citizens and/or peace building.	16	35						
	# 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	48						
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.	10	3	21	14	17	36	32	10

	# 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.	5	10						
	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	1	2						
	# national governments that have been held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy.	7	2						
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).	10	9	12	3	9	5	13	9
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.	2	5	27	17	20	22	15	14

	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	2	0							
	# southern partner organisations that have received content specific support from Oxfam Novib in terms of lobbying, campaigning and (new) media in order to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	1	0							
	# 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.	1	2							

Performance on outcome and output level:

The IMPACT Alliance, in particular Oxfam Novib, is working to enable more women and men to protect themselves against violent conflict and contribute to conflict transformation. It does this by supporting partners to work on conflict transformation, protection of civilians, peace building and strengthening of women's leadership. In 2015, 53 organisations carried out work in the area of conflict transformation, 34 organisations carried out projects in the area of protection of civilians and peace building, and 42 partners strengthened women's leadership (for additional results in the area of women's leadership please refer to section 2.1.3.1.1 on women, peace and security). Those outputs exceed the planning.

Building on the capacity building work carried out in 2014 and increased human resources, further capacity strengthening activities were implemented in 2015. These included participatory conflict analyses carried out at country level and preparations for an Oxfam Confederation-wide international conflict transformation learning event to share experiences from existing programmes and plan future programme development. This workshop took place in early 2016.

In Pakistan, for example, to develop a sense of citizenship by increasing the general public's understanding of their rights and provide them with spaces to foster harmony and interaction, partners educated and built the capacities of service providers and citizens' groups. 15,507 citizens, of which 48% were women, were trained on basic human rights, peace, tolerance and social services by organising consultation meetings, public dialogues, awareness raising campaigns (SMS messaging, social media and radio) and capacity building on community based monitoring and coordination with local authorities to claim their rights to basic social services. In addition three provincial budget conferences and several lobbying meetings were organised to make budgets more responsive to citizens' needs. This was supplemented by nine human security reports that summarised citizens' views on basic services (e.g. clean drinking water, social services), and their perspectives on local conflicts and customary practices. On the regional and global level, under the Peace My Right campaign, Oxfam Novib worked with Jamia Naeemia to promote messages of peace delivered through sermons and religious education. Under the project, 300 ulemas, including 20 women, were trained through a series of peace workshops to promote messages on tolerance and peaceful co-existence. This had been supplemented with human rights awareness campaigns and the setting up of helpdesks, which benefitted 1,088 citizens (10% women).

Oxfam in Somalia seeks to empower poor women and youth of Somalia/Somaliland to influence community, local, national and international institutions to become stronger and more functional, accountable and responsive to their needs. Due to the external review taking place, no results were reported for 2015. Results were also not available for Afghanistan.

At the end of 2014, Oxfam Novib was able to capitalise on its existing experience, and began a large consortium programme in Myanmar to promote durable peace and development in Kachin. This programme involves a large number of (inter)national NGOs with a strong presence in peacebuilding, advocacy, development and humanitarian work. In the programme's first year of operation, it has made considerable achievements across both management and implementation (see case below for detailed description).

Based on the external evaluation in 2014 that demonstrated a role for Oxfam Novib in the management of conflicts around natural resources in Niger, Oxfam Novib was able to secure funding from the EU for an 18-month peace consolidation project in the Tillabery region. While still ongoing, the project has led to a better understanding of the legal frameworks among different communities regarding the management of natural resources, which will help to reduce land disputes between farmers and herders. Legal assistance and rights promotion in the Diffa area resulted in better treatment of citizens in case of arrest and the release of community leaders who were imprisoned without due process.

In DRC, the Oxfam initiative to create an active movement that opposes all forms of manipulation of information creating insecurity mobilised approximately 1,000 young people, both men and women, including in the conflict-affected eastern areas of Masisi, Rutshuru and Kahele. They joined many others, including journalists, in a media campaign around identity politics with public debates and radio episodes countering misinformation intended to create tensions and incite violence and hostility among community and ethnic groups, especially during elections. Due to skill-building and networking activities by the team, over 100 community leaders and local authorities are now better positioned to respond to early signs of violence, while 15 citizens' groups organised themselves to become active in crowd control during potentially violent elections. The Wajenzi network, a network of young change makers from the Kivus area of DRC, who are linked through an on- and offline platform, was also launched this year by IMPACT Alliance partner Butterfly Works (BFW).

The programme Peace Beyond Borders: A Regional Roadmap to Peace for the Great Lakes addresses the root causes and consequences of conflicts in Burundi, DRC, and Rwanda. It addresses the causes and consequences of conflict related to land and governance by implementing a Regional Roadmap to Peace. In 2015, the dialogues for the Regional Roadmap to Peace attracted over 10,000 people representing a balance from across all walks of life, and gave space to socially marginalised segments (women and youth). Once participating, people tended to return to the next round of dialogue, indicating that they value the dialogues and are committed to the Roadmap. Although initially tension between participants occurred, e.g. between Rwandan and Congolese representatives in the Virtual Regional Parliament, in the end participants developed understanding and tolerance for each other. The external mid-term evaluation of the programme concludes that "the most important asset of the programme is the inclusive dialogue through which the Roadmap was developed, the participation of the population during the research, in the community dialogues as well as in the development of the Roadmap". This has been instrumental in putting into practice the philosophy of the programme to build the Roadmap from the bottom up, putting conflict-affected communities across the region in the driving seat of identifying and addressing causes and consequences of conflict in the region.

The Peace Beyond Borders programme has strengthened the knowledge and skills of 6,000 young men and women to recognise political and identity-based manipulation, and partner Impunity Watch has developed an interactive toolkit to campaign against it. Grassroots work is reinforced through production and transmission of 59 media broadcasts on radio (a soap opera), TV (a Great Lakes version of "College Tour") and social media, reaching about 170,000 people with the aim of convincing youth to steer away from joining armed groups. Oxfam Novib is proud that the programme successfully supported 280 (mostly Congolese) young people who were enrolled in armed groups to lay down their arms and reintegrate socially and economically into their communities. The programme promotes closer collaboration between local leaders, authorities and citizens to resolve security issues, by developing, validating and implementing 35 community peace plans. These are translations of the Regional Roadmap to Peace to local realities and priorities.

In Burundi, the livelihoods projects implemented under the programme not only produced positive effects on livelihoods, but also the mid-term evaluation showed that 'in some places social cohesion was reinforced and solidarity strengthened because the selection of projects and beneficiaries was done in a participatory way and included youth and ex-combatants. The programme opened a space for community dialogue and collaboration, and the evaluation concludes that there is thus a peace dividend on various levels. Activities allowed the populations to come together and are considered as an example for neighbouring communities.

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

During the period under review, Oxfam has continued to be the lead for advocacy on protection of civilians and humanitarian issues in eastern DRC. Moreover, in support of advocacy efforts carried out at the local level by the Oxfam Protection Programme, Oxfam advocated on topics that needed scaling up to the provincial level, through its advocacy efforts at the *Comité de liaison* of North Kivu Province. Topics advocated on included harassment of civilians by Congolese security forces, security vacuums, restriction in movement of local populations, camp closures, and humanitarian access. Key outcomes included the dismantling of illegal FARDC barriers in North Kivu, the extension of FARDC patrols to insecure zones, and police investigations instigated on the basis of information shared and advocacy undertaken at the weekly meetings. These successes, however, do not amount to comprehensive or coherent improvement in police and military conduct. With regards to bilateral influencing work done with the international peacekeeping force MONUSCO, the biggest success was the follow-up visit of the UN Special Representative after bilateral lobby work was done with the senior leadership of the mission on sexual exploitation of sex workers by South African (SA) peacekeepers. Subsequently, 50 SA peacekeepers were withdrawn; the mission decided on internal reform and increased trainings on sexual exploitation and abuse for its troops.

In an effort to begin the process of developing a national action plan on business and human rights in Nigeria, Oxfam Novib conducted a considerable number of consultations with community leaders, government institutions, private sector actors, and academia amongst others across the six geopolitical zones of Nigeria. This pilot programme has already created widespread awareness around the UN Guiding Principles on Business and Human Rights in Nigeria and set the wheels in motion for further engagement with a variety of stakeholders including journalists, the National Human Rights Commission, other civil society actors, and relevant state agencies and public institutions.

In Rwanda, as part of the media for grassroots campaigns that aim to deepen reconciliation by targeting authorities, 224 district level leaders, such as mayors, executive secretaries, senior police and RDF (Rwanda Defence Force) representatives, of which 39 were women, participated in seven trainings on reconciliation and the origins of violence. Through a series of TV talks shows, radio broadcasts and community/school debates, trained journalists from seven districts raised further public awareness on the origins of mass violence and the role of media in inciting hatred.

CASE: Interfaith Peace Council resolves conflict between two dominant sects and promotes religious harmony in South Punjab
The programme Citizens First: Improving Human Security in Pakistan and Afghanistan aims to contribute to human security and good governance by strengthening the social contract. This is done by empowering civilians and civil society to hold the (local) government accountable for law and order and the provision of basic services on the one hand, and by strengthening the ability of the (local) government to understand and respond to causes of (local) conflict on the other. The programme is one of the three post-conflict reconstruction programmes that Oxfam Novib is carrying out under the DGIS Post-Conflict Reconstruction Tender 2012-2015.

The city of Bahawalpur is located in South Punjab. The city is home to people from diverse religions and a large number of religious schools (madrassas). Religious tensions are common. As part of the programme, Oxfam Novib partner Cholistan Development Council (CDC) organised community dialogues and consultations to identify key community concerns. A key concern that emerged was the religious and ethnic tensions in the area. As a result, an interfaith peace council was set up to promote religious harmony and solve conflicts. The peace council had representatives from various Islamic sects (Shia, Deobandi, Barelvi and Wahabi) and also representatives from Hindu and Christian communities. The interfaith peace council is supported by CDC, which monitors the situation and communicates any tensions to the peace council.

In 2015 a conflict started on the birthday of the Prophet Muhammad. Every year on this date the Barelvi sect organises an event at the Eid Gah Mosque. This year another sect, the Deobandi, deliberately made a reservation for the mosque in advance. As a result, the madrassas of the two sects started to prepare for a confrontation on the day of the event. When the peace council heard of this imminent conflict it sought to resolve it peacefully. The peace council met with both madrassas and convinced them to find a peaceful solution and prevent any kind of violence. As a result the Barelvi religious school agreed to arrange its event at another location and the conflict was averted.

Another example is the murder of a Christian couple who were accused of blasphemy. To advocate for religious harmony the peace council organised a press conference to publicly speak out against this religious murder. The council has also organised celebrations of religious events of religious minorities, such as Holi, an ancient Hindu festival, and Christmas.

CASE: Promoting durable peace and development in Kachin, Myanmar
The Durable Peace Programme, implemented by a consortium under the leadership of Oxfam Novib, aims to facilitate durable peace and equitable development in Kachin, Myanmar through an integrated approach that recognises the needs of conflict-affected communities, especially internally displaced persons (IDPs), and seeks to support these communities as change agents, particularly women and youth. Over three and a half years, the programme will reach over 85,000 beneficiaries across 12 townships, including areas controlled by the government and areas controlled by the Kachin Independence Organisation.

The programme links humanitarian work with supporting peace processes in Kachin and longer-term development initiatives, focusing particularly on improving communities' understanding of and influence in the different levels of peace processes. Underpinning this approach, the programme supports a vibrant, gender-just civil society to play a central role in realising peace and equitable development. Oxfam Novib is also managing and building the capacity of four national NGOs, two INGOs and 17 third party CSOs. The capacity development includes MEL, financial compliance and conflict sensitivity.

Indicative activities include supporting participation in peace and development processes, promoting reconciliation and supporting the immediate needs of communities through long-term solutions. Concurrently, the programme seeks to increase authorities' understanding of and responsiveness to community needs, ensuring that the immediate humanitarian needs of IDPs are met and that international standards for safe, voluntary and dignified return and resettlement are upheld.

In the programme's first year of operation it has made achieved a considerable amount in management and implementation. As consortium lead, Oxfam has set up a robust infrastructure for programme delivery. Communications, advocacy and gender strategies have been developed, in addition to an innovative tablet-based baseline and comprehensive MEAL framework (World Citizens Panel). A participatory conflict analysis is nearing completion, building Kachin civil society's capacity for strategic analysis of conflict dynamics, while enhancing the conflict sensitivity of the programme. For implementation, despite some early delays, the initial focus on building structures for efficient and effective programme delivery is now reaping benefits. Peace and civic education activities are being implemented at a large scale (reaching more than 22,000 people), equipping IDPs, particularly women and youth, with the skills to better engage in peace processes. Livelihoods work, education, peace participation, conflict monitoring, gender and other activities are also well underway with related improvements in livelihoods, education, community understanding of and influence in the peace process, gender equity and also improving the responsiveness of authorities to community requests. Key lessons learned during the first year of operation included the importance of flexibility, close collaboration with partners and need to always support national ownership.

2.1.3.2.2 Better living conditions

Outcome 29   No. of women and men (women in particular) more able to protect themselves against disasters
Outcome 31   No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods
Outcome 32   No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and have improved accountability towards the local people
Outcome 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

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
29	# partners that have implemented projects concerning local resilience, with a special focus on the role of women, in fragile states.	21	68	326,000	73,546	357,830	155,176	190,975	321,456
31	# partner organisations in risk areas that have received (financial) support to strengthen their capacity in the area	28	66	61	38	36	5	25	51

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Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
	of community-based disaster risk reduction.								
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.	28	33	63	35	52	47	54	70
	# alternative (remote) monitoring mechanisms to achieve accountability that have been designed and implemented with support from the IMPACT alliance.	4	12						
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).	6	5	14	2	12	2	0	16

Performance on outcome and output level:

To enable men and women to better protect themselves against the effects of natural and manmade disasters, Oxfam Novib in 2015 supported 59 partners to build up local resilience. Moreover, support was provided to 66 partners to include community-based disaster risk reduction in their work and to 33 partners to provide quality humanitarian response according to international standards.

This reporting year has again been a disastrous year for many people around the world: millions of people had to flee their homes or suffered gravely due to conflict and natural disaster. At more than 60 million, the number of people forcibly displaced has never been higher since World War II, due to prolonged violent conflict such as in Syria, South Sudan and Nigeria, and newer (or relapsed) ones such as in Northern Iraq and Yemen.

Hundreds of thousands of refugees from Syria, Iraq, Afghanistan and elsewhere undertook the dangerous and at times fatal journey to seek refuge in Europe. Conflicts in Yemen and Syria turned ever more brutal as international state and non-state actors intervened in these countries and international humanitarian law was repeatedly violated, including through the high profile bombing of aid operations and obstruction of humanitarian access. In Burundi, political crisis sparked by the president's bid for a third term resulted in a crackdown on all critical voices, and refugee flows across the Great Lakes, with many fearing worse to come.

Natural hazards also resulted in crises this year. In April a 7.8 magnitude earthquake struck Nepal, with many aftershocks. A total of 8,700 people lost their lives and almost 800,000 homes were damaged or completely destroyed. Oxfam Novib – through the Oxfam confederation – started its response within hours after the first earthquake. Part of this response was funded by the Dutch Relief Fund as well as funds from Samenwerkende

Hulporganisaties (SHO). In total 473,176 earthquake-affected individuals benefitted from Oxfam's response through water and sanitation (e.g. drinking water and hygiene campaigns), seeds for farmers and shelter.

In total, through support to partners and our Oxfam teams in the different countries, Oxfam Novib provided humanitarian assistance to approximately 930.000 beneficiaries during the reporting period, including in Niger, Nigeria, Somalia, Sudan, Uganda, DRC, Mozambique, Afghanistan, Cambodia, Myanmar, Yemen, Ethiopia, Greece, Syria, Lebanon, Jordan and OPTI.

In 2015 Oxfam Novib started a humanitarian response on Lesbos in Greece in order to meet the basic needs of refugees and migrants who are fleeing from war-torn countries, persecution and/or poverty. Oxfam Novib delivered food aid by distributing nutritionally balanced meals, as not all people in transit had access to food. As winter came, Oxfam Novib started the renovation and construction of toilet and shower blocks, and procurement of winterisation items to be distributed in Moira camp.

Humanitarian capacity building
Oxfam Novib, together with Oxfam America and Oxfam Intermón (Spain), initiated the Strong Local Humanitarian Actors Program (SLHAP). In 2014, the participatory methodology that would become part of SLHAP was piloted in Somalia and El Salvador. In 2015, SLHAP was rolled out in seven countries and one region (Somalia, El Salvador, Vietnam, Mozambique, Pakistan, Burkina Faso and Peru, and regionally in Central America). SLHAP builds on previous investments in humanitarian capacity building, but rather than looking at individual organisational capacity, the programme takes a system approach by looking at collective capacity in a country. The programme starts with a 'Fresh Analysis', a system-based participatory analysis of humanitarian country capacity discussing both positive elements and blockers in the current humanitarian system. From the Fresh Analysis, an action plan is drafted and owned by local humanitarian actors, mapping the way to developing local humanitarian leadership. The processes have yielded very different results in different countries, but overall it creates energy and motivation to strengthen coordination between different actors. A number of examples are is described below.

During the Fresh Analysis process in Mozambique, local NGOs took the initiative to set up a National Humanitarian Forum. Its main objective is to contribute to the strengthening of Mozambican CSOs in their participation in humanitarian work. Three regional meetings reaffirmed the need to create the forum, which is led by civil society and has been extended to all humanitarian actors present in Mozambique. By the end of 2015, the National Humanitarian Forum is increasingly recognised by other humanitarian actors in the Mozambican humanitarian sector, including by UN organisations which would like to invite a representative from the forum for the World Humanitarian Summit in 2016.

In Pakistan, Oxfam's ambition to promote local and national actors' role in humanitarian work coincides with the ambition of the National Humanitarian Network (NHN), an already existing network of national NGOs in Pakistan. SLHAP provided an opportunity for NHN to work together with Oxfam around the shared agenda. As NHN had already started a process of strategic development, SLHAP could conveniently support this through the findings of the Fresh Analysis. Based on the country analysis, NHN has developed its action plan and started planning its interventions accordingly, which include linking to other actors relevant for humanitarian action such as media, academia and the private sector. Overall SLHAP contributed to capacity building of humanitarian civil society and bringing various actors together.

As a last example, SLHAP in Vietnam took place at the provincial level. Ha Tinh Centre for Community Development (HCCD), one of Oxfam's humanitarian partners, led the process. One of the results is the creation of a provincial emergency coordination network to improve humanitarian preparedness of HCCD and four other local actors. The network organised joint actions owned by all the actors, such as trainings on SPHERE standards, Community Based Disaster Risk Management (CBDRM) and Community Based Disaster Risk Analysis (CBDRA) for provincial technical specialists. HCCD also mobilised active participation from other local actors in the implementation of the SLHAP action plan, including the provincial army, private sector and mass media.

SLHAP will continue in 2016. In Bangladesh and Uganda, a three-year programme inspired by SLHAP takes off in early 2016, and Burkina Faso, Central African Republic (CAR) and Iraq have managed to secure funds for their process. The Fresh Analyses in Bangladesh, Uganda, CAR and Iraq will take place in the first half of 2016.

CASE: Supporting vegetable garden farming in Yola, North East Nigeria
North East Nigeria has witnessed violent conflict since 2013, which has resulted in over 2.2 million internally displaced persons and 7 million people in need of humanitarian assistance. Humanitarian needs are high in the four North Eastern states of Adamawa, Borno, Gombe and Yobe. The crisis has seen homes and farmlands destroyed, local government structures affected, families separated and 20,000 lives lost in these states, with Borno suffering most. Oxfam, including Oxfam Novib, is providing emergency aid to 140,899 beneficiaries.

Part of Oxfam Novib's intervention is to give agricultural livelihood support to IDPs in an informal camp hosted by St Theresa Catholic Church in Yola, the capital of Adamawa state. This immediate livelihood intervention supports 760 IDPs with vegetable garden farming. The healthy crops from these gardens will help diversify IDPs' food intake, build their resilience to food shock, and improve their health.

Before the start of vegetable garden farming, the IDPs at the St Theresa Catholic Church had received food items distributed periodically by Oxfam Novib and its local partner CISCOPE (Civil Society Coalition for Poverty Eradication). This livelihood support included micronutrients for the most vulnerable in host families, such as women and children. However, despite Oxfam Novib's intervention in this informal camp, food supply was still short and some beneficiary households were exchanging some of their food for cash to cater to their immediate needs. It was based on these observations that Oxfam Novib and CISCOPE came up with an initiative to commence the provision of immediate agricultural livelihood support to IDPs and host families in informal settlements. Beneficiaries were supported to farm vegetables through the provision of seeds, training on farming techniques and support with irrigation. The harvest adds to their dietary intake and also serves as a source of income.

The initiative was designed to be participatory and self-driven by the host families and IDPs. This initiative started during the 2015 rain season (April-October) in Adamawa. The church allocated for free about 1.9 hectares of land for the cultivation of vegetable farm gardens by the IDPs. Women and children constitute about 70% of the beneficiaries and were involved in the farm activities and trainings on farming techniques.

This project is looking to be sustainable. The IDPs have so far harvested three rounds of vegetable produce, which include tomatoes and spinach. Besides the improvement of nutritional intake in their daily meals, vegetables that are not used for their own consumption are being sold at the market, which generates extra income. The people in the informal camp are continuing to farm with minimal Oxfam Novib support as they can now generate their own income.

Conclusion

This year marks the end of the 2011-2015 MFS2 subsidy period. Looking back at the achievements, mistakes and learnings over this five year period, the IMPACT Alliance can be proud that it has developed and implemented a number of large-scale programs in some of the most difficult conflict-affected countries (Afghanistan, DRC, South Sudan etc.) in order to more purposefully support bottom-up peacebuilding. Oxfam Novib, the Alliance member who contributed most to this programme, did this by contributing to building an improved social contract and investing in inclusive peace, especially peace that is inclusive of women and girls. We also made strong progress to build up Oxfam Novib staff and partners' understanding of conflict dynamics and programming skills to address key drivers of conflict. Programming under Women, Peace and Security has grown significantly, meaning that more women across the world are having their voices heard and experience meaningful representation in politics, peace processes and peacebuilding. Yet, these efforts are but one of many collective efforts needed to resolve protracted conflicts and avoid new ones from erupting in the future.

We believe that the Oxfam Novib approach - a long-term approach that seeks to address underlying root causes of conflict, such as structural inequality, marginalization and lack of access to natural resources – remains the right one. Where we can improve is in the quality of our interventions, this requires stronger investments in MEL, something which we have made strong progress on since 2011 but where we still have a long way to go. To conclude, given the means available, we can be satisfied with the results achieved, especially in the last three years when there was a significant increase in the amount and strategic direction of the work. The target outcomes have all been achieved and most often surpassed.

With regard to humanitarian work, we have managed to reach a significant number of people in need around the world with critical humanitarian assistance. In addition to providing humanitarian relief, Oxfam Novib has also built up the capacity of local organisations who are best placed to provide humanitarian support. Since the start of MFS2, Oxfam Novib has built up the humanitarian capacity of a large number of local organisations around the world. Impressive results have been achieved in places like DRC, Myanmar and Somalia, where our partners are among the most important national humanitarian actors. Through the SHLAP programme, built up during MFS2, Oxfam Novib will be able to continue its investment to strengthen and empower local and national humanitarian

actors, in the belief that humanitarian response provided by these actors is quicker, more appropriate and less expensive.

While Oxfam Novib can be pleased with the above-mentioned achievements, we need to double our investments to strengthen and empower local and national humanitarian actors, including by influencing the global humanitarian architecture. Looking back, we need to reflect whether Oxfam Novib has not spent too much time building the capacity of individual organisations while not doing enough to influence policy makers to invest more in local and national humanitarian actors (i.e. the needed systemic change), luckily this work is happening now, both at the national and international levels. We also need to broaden our scope of humanitarian partners that we work with, looking not only at 'traditional NGOs' but also work with the private sector (e.g. banks in cash relief; telecommunications in e-money), and strengthen cooperation with local authorities. Like with our conflict programming, we can be satisfied with the results achieved. The target outcomes have been surpassed.

2.1.4 Programme Right to social and political participation

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

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

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

Introduction
Looking back at the period 2011-2015, the results for the IMPACT alliance's programme on social and political participation have been impressive and exceeded in general the planned outputs and outcomes. These results have helped marginalised and poor people to increase their influence on decision-making and protection of their civil and political rights. Oxfam Novib has worked over the years in more than 20 countries on citizens' right to be heard. IMPACT alliance members 1% Club and Butterfly Works contributed to achieving the programme's objectives, especially around access to information for marginalised 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 37 No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media

Outcome 38 No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)

Outcome 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)

Outcome 40 No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women

Outcome 41 No. of cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media

Outcome 42 No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation

Outcome 43   No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights

Outcome 44   No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)

Outcome 45   No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.

Outcome 56   No. of women and men that are legally empowered through increased awareness about their rights.

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

Outcome 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 IMPACT alliance	Output	Target Outputs 12015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/12015	Realised Outcomes 2015
42	# lobby initiatives in which the right to free association / space for civil society is being defended	15	27	151	172	57	48	68	20
	# organisations involved in citizen dialogues in favour of space for civil society	80	53						
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	8	45						
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	71	28						

Performance on outcome and output level:

During the implementation of MFSII, we have seen an **ongoing trend of civic space shrinking all over the world**, making it more and more difficult and risky for individuals, groups, movements and civil society organisations to stand up for their rights. In 2015 alone, 96 countries took measures that restrict civic space. After some optimism at the end of 2014, Cambodia saw a restrictive law of association pass in summer 2015 (see also case in chapter 2.2.4). In more and more countries where we work, addressing civil society space is an increasingly important priority, in terms of addressing the enabling environment for civil society, making sure we can keep influencing programmes despite this context, and continuing to strengthen civil society. This continues to affect not only partners but also our own country teams. Over the past five years, our interventions to deal with shrinking space have covered both **protecting space**, as well continuing to **strengthen space for local civil society**. This ranged from shaping legislation, regulation and perceptions of civil society actors, as in Vietnam, Laos, Uganda, South Sudan and Nigeria; to strengthening local organisations in all countries where we work, and

esp. in our flagship programmes in Mozambique and South Sudan; protecting and advocating for new space in "Arab Spring" countries like Morocco and Tunisia; and adapting our programming together with partners in light of acute tightening of space, as in Burundi and Egypt. While being based in countries has increased our own vulnerability to civil society space restrictions, it has also increased our ability to come up with effective response strategies alongside local civil society actors,

Building on the success of a SIDA/Netherlands co-funded programme on civil society strengthening, Oxfam Novib started a new phase of our flagship program AGIR geared to strengthening civil society with an emphasis on land rights, inequality, climate change, mining and the extractive industry in **Mozambique** to counter the role of other powerful interests. In 2015 Oxfam took steps to respond to operational challenges affecting its programming, resulting from increasing control and monitoring of international NGOs, by entering into MOUs with the relevant ministries. We have found that a crucial strategy in protecting civil society space is strengthening local coalitions and networks. Thus in Mozambique we successfully supported the development of CSO network "JOINT" over the MFSII period, filling a crucial gap in the effectiveness of Mozambican civil society's role as a countervailing power. As a result, the government is now open to receiving information from civil society through shadow reports related to human rights reporting within the African Union and the Universal Periodic Review process.

During the MFSII period, the "Arab Spring" has been a determining factor in the MENA region when it comes to space for civil society. Whenever possible, Oxfam Novib supported partners in claiming and bolstering civic space whenever opportunities arose or space opened up. For example, in **Morocco** a decentralisation of administrative and political power to the interior regions – designed as a major milestone in the reform of the political system after the "Arab Spring" – provided opportunities to open civic space. Responding to a recent trend of civil society leadership in Morocco becoming concentrated in Rabat and Casablanca, Oxfam decided to look to bolster leading organisations in the interior of the country. This is why, in 2015, we started to partner with two new organisations based in Fes region. One of them, Alternatives Citoyennes, took the lead in rallying a coalition of 13 NGOs based in various regions of Morocco to ensure that space for civil society to be consulted in decision making on regional development would be guaranteed in the upcoming decentralisation. In one of the region's most successful transition countries, **Tunisia**, Oxfam Novib continued to invest in the capacity of both the old and new generation of civil society organisations in 2015 (not with MFSII funds), broadening the outreach of leading ones into the regions and supporting new and upcoming organisations with a specific pilot focus on youth. Oxfam Novib also co-organised a conference/platform event attended by over 100 local civil society organisations on potential threats to civil society space, sharing challenges and reflecting on strategies to respond. In **Egypt**, Oxfam Novib had to reassess its programme and operating modalities after its registration request was finally turned down by Egyptian authorities.

In **Burundi**, the reporting period was characterised by severe political unrest and internal conflict, due to the recent coup attempt in May 2015 and the third presidential term of Pierre Nkurunziza. Civil society space has been heavily affected, with many human rights activists now in exile. The activities of some of our partners have now been affected. On May 13, 2015, the day of the attempted coup by a group of military officers, the office of Radio Isanganiro – which is one of our partners – was closed by the authorities and broadcasting equipment partly destroyed. Together with partners, Oxfam has been assessing the progress of activities to develop new intervention strategies, and it was decided to adapt the action plans to the Burundi context by focusing more interventions at the community level. For example, the OAG (Observatory of Government Action) could hardly share its political, economic and social governance analyses with the state authorities at national level any more, but it organised meetings between local administrations and various socio-professional components on the basic principles of democratic local governance. Up to now, impacts on accountability and transparency issues have been observed in Kiganda, Muramvya and Rutegama communes (e.g. in December 2015 and January 2016 the communal authorities took initiatives to organise public discussion sessions on the topics of governance and the mobilisation of local resources for development). This mirrors strategies adapted due to civil society space restrictions in Egypt, where the programme has been piloting more local governance work in light of increasingly restricted space (see outcome indicator 56).

Within the period under review, Nigeria experienced a change in government, raising hopes for better collaboration with civil society. Last year, we reported concern about a plan to make a department of the Nigerian government a regulatory authority through which all international funding to civil society would flow. However, there are indications that the new government is willing to work with civil society organisations across the country, which is seen as a window of opportunity for engaging with the government on issues of public policy reforms towards poverty reduction.

Since South Sudan's independence, NGOs have reported greater levels of government scrutiny of their activities and harassment by security personnel, particularly when they engage in advocacy or other programmes that differ from or are contrary to the government's programmes. In **South Sudan**, efforts by local civil society,

including Oxfam Novib partners, to engage with the South Sudanese government on the regulatory framework for civil society (as reported in previous reports) resulted in a new draft bill for association. Although there has not been any clear government confirmation, NGOs report that the NGO bill and Relief and Rehabilitation Commission (RRC) bill passed in parliament in early 2016. The latest versions of the bills included more restrictive provisions than prior versions, especially for INGOs. That said, some local civil society partners are positive about the dialogue with government officials about the law, which they consider a success in itself.

In Uganda, while currently CSOs can still work with government on issues of development, civil society space is becoming an increasing concern. In 2015, local civil society including Oxfam partners such as CEWIT played a leading role in dialogue and consultation regarding a new NGO bill, and submissions from civil society were accepted. However, with the passing of the NGO act in 2016 and the public order management act 2014, space is reducing due to burdensome requirements and severe restrictions. Most recently, human rights activists critical of the government have been kidnapped and detained. Independent media have been warned by the Uganda communications commission to avoid critical coverage of public issues, and journalists are facing charges of criminally defaming the president. Public convening is seen with suspicion by the regime. The public order management act has been used to violently disperse rallies.

In **Laos**, where civil society space is only slowly emerging, in 2015 the team successfully closed an EC-MFS co-funded three-year programme directly engaging with a government entity to support CSOs, thus strengthening a young civil society and fledgling civil society space. The project was successful in strengthening the relationship with a key government actor who in turn shared information on the positive role of civil society with other government agencies. A lesson learned was that it might be strategic to directly engage with other government entities in the future. The programme strengthened the capacity of civil society by working with 80 mainly grassroots actors ranging from associations and social enterprises to farmers' groups and networks. Through networking between the different groups, CSOs managed to successfully influence the revision of a decree regulating non-profit associations. Learning showed how often small local groups in a restrictive context are working from a rights-based approach, without necessarily openly using a rights-based discourse.
In **Vietnam**, Oxfam continued to cooperate with PPWG and others to influence the laws on law-making, association and access to information, promoting and claiming for increased space for CSOs and people's participation. About 60% of our recommendations regarding the law on law-making were accepted in the final version of the law (see also case, chapter 2.2.4).

Looking at the results achieved under OI 42 over the past five years, we have surpassed our original target. While we are proud of the contributions we make, together with our partners, to ensure freedom of speech, assembly and association, we realise that the trend of a closing space is ongoing. Over the course of the MFSII period, we have continuously increased our investment to strengthen our work to protect and whenever possible open up space for civil society. For example, during the past year, we have again invested strongly in consolidating our response to this new reality, raising internal awareness and developing new ways of working. Thus, with the leadership of the Oxfam Knowledge Hub on Active Citizenship hosted by Oxfam Novib – one of our strategic investments during the MFSII period – we held a learning event for Oxfam staff on civil society space (and tax/budgets) in the Mekong region (see also below, chapter 2.2.4).

We have also stepped up our voice on a **global level and in the Netherlands**, raising awareness and leveraging multi-stakeholder platforms to create unified responses to the shrinking of civil society space and contribute to global alliance building on this issue (see below, chapter 2.2.4).

2.1.4.1.2 Political, administrative and societal checks and balances
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 39   No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)
Outcome 43   No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights
Outcome 44   No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/12014	Realised Outcomes 2014/12015	Realised Outcomes 2015
37	# projects that use a mixture of new media and traditional media (radio and television) for communication about development themes.	15	23	772,000	799,364	1,624,934	1,041,499	658,280	776,629
	# new media platforms that have been set up or improved by partner organisations or as the result of adhoc online initiatives.	6	35						
	# projects of small-scale organisations (community, NGOs and small and medium-sized enterprises) that are being facilitated via online platforms.	67	25						
	# developed training sessions about understanding and the use of new media, based on the methodology and toolkits developed in cooperation with the Impact alliance.	9	42						
39	# partner organisations that took part in development programmes on new media, the ethics of journalism, and citizen journalism.	12	17	45	34	33	172	14	29
	# professional training courses on new media and citizen journalism that have been organised and implemented.	4	18						
	# media organisations that have implemented programmes aimed at improving their commercial and ideological independence as media.	2	15						
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	13	37	60	68	113	3,895	4,020	640

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/12014	Realised Outcomes 2014/12015	Realised Outcomes 2015
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	19	50						
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	4	28						
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	5	30						
	# trajectories that monitor the budgets of international institutions and businesses.	7	22						
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	2	38						
	# trajectories that monitor income from mining and the oil industry.	2	9						
44	# local and global partner organisations that, in association with knowledge institutions, are involved in knowledge exchanges about access to information.	9	19	65	46	26	101	23	49
	# local and international partners and knowledge institutions that lead or participate in initiatives for exchanging knowledge and experiences about improving access to information for, by and about citizens.	15	0						

Performance on outcome and output level:

Over the past five years, the IMPACT alliance has greatly surpassed the targeted outcomes for OI 37. We recognise the potential of leveraging the use of ICT and new media to provide access to information to citizens and have invested accordingly. The strength of the leveraging effect is shown once more as the results of our investments in 2015 are also far beyond expectations.

IMPACT alliance members 1% Club and Butterfly Works contributed to achieving the results for this outcome through multiple initiatives. For example, the 1% Club facilitated over the last five years hundreds of projects from communities, change makers, social innovators, groups and movements in 50 developing countries through an

online platform. Over 200,000 people have benefited through the platform by using ICT, crowdfunding, crowdsourcing and social media tools to gain access to information and effectively set up their own projects to achieve local impact.

CASE: Neighbourhood Assemblies in Uganda
In Uganda, online activities are used to strengthen offline action. Throughout MFS2, Oxfam Novib supported a consortium of partners that uses ICT and new media to support the concept of 'Neighbourhood Assemblies', a methodology to ensure effective citizen participation in and monitoring of decision-making. Through Neighbourhood Assemblies, specific issues were discussed including sub-county budgets and expenditure, communal property – particularly land ownership and management – and the delivery of basic education, health and water services.

All available Assemblies have been mapped and included in an online platform. Issues raised are pulled out offline and incorporated in the online platform. The use of social media has strengthened the ability to network actively with Assembly members and beyond, and to engage in debate on contemporary governance issues. There is continued use of bulk SMS, which reached up to 10,000 citizens who were discussing governance matters over a six month period. Training was offered to District Information Officers and Planners of Moyo, Gulu and Soroto, showing them how to apply digital tools in participatory planning and budgeting.

Regarding OI 39, interesting results in 2015 come from our global partner Witness, which focused on the professionalization of citizen journalists' capacities in the Mena and Africa region. In total 100 activists have been trained by Witness in Africa and the Middle East through in-person trainings in Burundi, Jordan, Lebanon, South Africa and Turkey. These trained journalists used the available tools and materials to reach another 92,000 people through digital channels, peer networks and trainings for grassroots journalists. The improved quality of footage shot by Witness-trained influencers to document and prove cases of human rights violations means they have been widely used by international organisations like Amnesty International, Human Rights Watch, the Washington Post and New York Times.

Learning and experience gathered during the period 2011-2015 with Access to Information as a priority theme (OI 44, with a peak in 2014) have enabled us to ensure strong and meaningful inclusion of the theme in programming, focusing on e.g. fairer public finances. An important part was the development of our Access to Information strategy in 2013 and 2014 by carrying out a learning evaluation. With the bulk of the work taking place in earlier years, the outputs under OI 44 have slowed down from 2014 onwards.

After five years of implementation, our activities around political, administrative and societal checks and balances have resulted in great outcomes. We have ensured a continuous learning curve, further developing and specifying our activities, and building on new and existing expertise. This has resulted in concrete efforts to develop and implement new pilots and programmes on our work on transparency, accountability and citizen participation around (the design of) taxation systems and budget allocation. From 2014 onwards, we have invested in further developing our activities around tax, budgets and citizen participation, resulting in increasingly high numbers for OI 43. We built upon strong experiences and partnerships that have been developed and/or strengthened over the past five years. Also in 2015 interesting and impressive results were achieved, amongst others in Tunisia, Morocco, OPTI, Mali, Niger and Nigeria.

For example, in Tunisia, Al Bawsala achieved making basic budget information available for all the country's 284 municipalities. In Niger, our work on mining revenues, focusing on strengthening local actors on participatory budgeting and promoting the participation of youth and women in extractive industries governance, reached 60,542 people, including 17,054 women. In Morocco, local partners have started to build the capacity of local organisations on fair taxation and monitoring municipal budgets, advocating on better access to information on public finances and mobilising specifically youth to engage in local policy making. In OPT, Oxfam Novib and partners managed to expand a coalition on budget monitoring from 16 to 47 members and the targeted Ministries of Health, Education and Social Affairs have committed to cooperate with the coalition.

Moreover, during 2015 we contributed to further coordination of efforts within Oxfam on the multiple and various activities that are ongoing in the field of taxation and budget allocation. We hosted in November 2015 a summit in Amsterdam, facilitating a gathering of Oxfam offices and partner organisations from over 20 countries, to collectively engage in learning and build joint efforts on fair taxation and budget allocation that allow effective citizens' participation. A key learning from previous programming has been that as we work on budgeting, we need to tackle both the income (tax) and the expenditure (spending) sides.

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

Outcome 38   No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)

Outcome 56   No. of women and men that are legally empowered through increased awareness about their rights.

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	13	26	718,000 men and women	264,222	3,050,050	1,771,306	140,617	252,243
	# 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.	8	25						
	# lobbying trajectories aimed at (re)forming a system of guaranteed legal aid for disadvantaged groups.	3	23						
56	# organisations that inform and train young people and women, in particular in relation to understanding and claiming human rights.	19	64	862,000 men and women	565,188	78,495	122,916	50,140	822,890
	# 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.	10	36						

Performance on outcome and output level:

During the MFSII period, we have achieved our targets around the interventions on the rule of law and in the case of OI38 greatly surpassed them. During the course of MFSII, we realised more and more the importance and strong potential of integrating our work on access to justices into other programmes. As such, efforts have been made to include legal strategies, such as rights awareness and legal aid, which are well embedded in

several programmes, for example on land governance and labour rights (as in the Mekong), conflict (as in Burundi and OPTI) and women's rights. In addition, this year we have implemented more stand-alone work on access to justice in countries including Morocco and Rwanda.

Again during 2015, strong results and high outcomes have been achieved in our work on access to justice. In our governance programme in **Cambodia**, local partners Development and Partnership in Action (DPA), PDP, YCUD and YRDP were very active in community empowerment work, raising awareness about community rights, especially on public service, elections and transparency and labour rights. The partners were able to reach up to 16,132 men and 15,168 women in the reporting period (#58). Specifically on governance of land, ADHOC and CLEC were very important partners in terms of legal awareness, defence and representation to communities in Cambodia. In the reporting period, ADHOC and CLEC worked at national and sub-national level and were able reach up to 33,118 men and 82,663 women to access the legal system and compensation related to land and mining issues in the country (#38).

Legal aid and awareness was a key intervention strategy working with labour migrants in **Vietnam**: 13,000 migrant workers have increased awareness about workers' rights, particularly on rights to social protection, through various communication channels conducted by members of 40 workers' groups supported by Oxfam's LNGO partners, including CDI, LIGHT, GFCD, PLD and SDRC in Hanoi, Hai Duong and Ho Chi Minh City (#56). More than 10,000 migrant workers (75% women) have improved access to legal systems due to legal aid provided by PLD, CDI and SDRC through their online, hotline and direct consultancy services in Hanoi, Hai Duong and Ho Chi Minh City. The key topics include labour rights and access to social protection (#38).

In **OPTI**, legal awareness and aid focused amongst others on residency rights in East Jerusalem. Under the East Jerusalem project (EC co-funded), the Palestinian Counselling Center (PCC) mobilised the local and international community to take up the issues of residency rights, family unification and child registration in East Jerusalem, ensuring these issues stayed on their agendas. Virtual spaces detailing residency rights issues in Jerusalem continued to expand in visibility, with the campaign's Facebook page having 3,303 followers and regular meetings with international delegations. In addition to carrying out the Jerusalemites campaign, the PCC/CFJ carried out 67 awareness raising workshops on residency rights reaching 942 community members (821 females and 121 males). In total, 607 participants and community members were referred to receive legal advice and consultations from specialised organisations. Based on the results of feedback forms, 86% of the participants indicated that they acquired new knowledge through attending the awareness raising workshop on residency rights.

In **Rwanda**, our long-term partner the **Legal Aid Forum (LAF)** has achieved impressive results over the course of the MFSII period, by providing indigent and vulnerable groups with equitable access to justice, including by strengthening the professional capacity of their legal aid providing member organisations. This year, LAF provided 300 paralegals with IDs as a pilot, to encourage organisations who have paralegals to provide IDs to all their paralegals: paralegals have been working in their communities with no clear identification of who they are and for which organisation they work, which sometimes has challenged relationships with local leaders and government officers. LAF also trained 30 paralegal focal persons (20 women and 10 men) from the 30 districts of the country with regard to data collection in the area of human rights and access to justice; and provided knowledge and skills in human rights monitoring, basic advocacy, report writing and case management. Also, a total of 28 prison officers/staff (15 women and 13 men) in charge of human rights, correction and conflict management – two each from all of the country's 14 prisons – have received skills in human rights principles, in particular legal rights of prisoners and detainees regarding their treatment, management and access to justice, reinforcing the participants' knowledge on the code of conduct for prison staff.

In **Egypt**, we successfully piloted a new project approach on rights awareness on a local governance level, involving several long term partners of the Egypt programme (NWF, CEWLA, Better Life, Tadamun) in together exploring new ways of working in an increasingly restrictive civil society space while building on the rich diversity of partners' target groups (see also OI 40). A key learning here was that this type of local level work is possible, despite the prevailing context (see also OI 42). For example, partners worked with potential activists on local governance in several governorates, targeting especially youth and women on the role of local councils in their communities, the role of women in the communities, etc. The pilot also targeted farmers who are particularly affected by poverty to run for local councils, and mapped spatial inequalities in access to local services in a pilot neighbourhood (65 people in total were reached).

CASE: Strengthening a network of volunteer lawyers for better quality legal aid
In Morocco, a project co-funded by the Swiss SDC and MFS with the country's most established volunteer based human rights organisations (Association Marochaine des Droits Humains, AMDH) worked on two main tracks, aimed at improving the access to and quality of volunteer legal aid for people experiencing rights violations, as well as improving the quality of human rights reporting by AMDH so it provides information that meets reporting standards for international human rights treaty bodies. In the course of the two-year projects, AMDH's volunteer lawyer network and local branches provide legal advice sessions for 1338 primary beneficiaries (537 women), covering cases related to decent housing, freedom of expression, freedom of assembly, labour rights, women's rights and issues related to conflicts with the administration. In many cases of collective violations, the benefits were felt by people other than the individual leading the claim. In parallel, 110 lawyers (30 women) from various regions in the interior of Morocco were trained in national legislation and relevant international legal reference frameworks on fair trials and trial observation. Since then, the quality of incident reports about legal assistance and trials attended submitted by the local branches has greatly improved, which in turn improved the quality and timeliness of AMDH's overall reports. Also, the network of lawyers has now been formally structured, which allowed more victims to be assisted in many other regions.

2.1.4.1.4 Anti-corruption measures

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 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
40	# organisations that have completed a course in budget monitoring and accountability because of the efforts of the IMPACT alliance.	26	68	91	83	140	46	187	142
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	9	13	98	66	100	24	9	71

	# 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.	7	10						
	# partner organisations that have taken on a pioneering role in the use of new media in collecting and sharing information in order to call governments, companies and international institutions to account.	7	13						
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).	6	4	26	7	1	32	10	4
	# local and global partners participate in knowledge exchange initiatives for exchanging knowledge and experiences with regard to risk management.	7	2						
	# local civil society organisations participate in training courses in order to analyse power.	7	3						

Performance on outcome and output level:

The IMPACT alliance has reached and surpassed the targets for the development of organisations' capacity to monitor governments and the private sector on their obligations and duties regarding budget and allocation. After a slow start in 2011, additional investment and focus on the importance of budget monitoring soon translated into great successes. Highlights during MFSII included the delivery of budget monitoring courses, in cooperation with the International Budget Partnership (IBP) and the Institute for Socio-Economic Studies (INESC), for Oxfam staff and partner organisations to learn about the human rights approach to budgeting, share experiences and connect and learn on advocacy related to the budget process. Other examples come from our long-term Ugandan partner CEWIT who during the MFSII period worked to, amongst others, capacitate communities to hold their local leaders to account. We are particularly proud how CEWIT shared their experience with partners in Tunisia, Brazil and the Netherlands, who have now taken on political accountability of elected leaders with citizen/youth manifestos into their work.

During the course of MFSII, we strengthened our focus on the role of young people in holding governments to account. This renewed focus is highlighted once more in the Oxfam Strategic Plan (2013 – 2019). The role of young people, in all their diversity, in holding governments to account is of high importance given the world's youth population is at its highest ever level. Oxfam Novib aims to ensure youth can effectively participate in all levels of society as active citizens that claim and achieve their rights, needs and interests.

In Morocco, we supported formal and informal youth groups in developing and implementing their strategy to work with their peers to hold governments to account. For example, we supported the Institut Prometheus pour la Démocratie et les Droits Humains (IPDDH), a relatively new organisation founded by some of the leading (youth) activists of the 20th February movement during the "Arab Spring", to raise awareness and mobilise Moroccan youth to better participate in and influence the monitoring of local affairs and public policies. IPDDH produced two podcasts, and diffused them in social networks, concerning the definition of local affairs, the right of participation and its mechanisms, the functions of communes and monitoring the work of elected locals. The podcast has been accessed 1000 times on the association's Facebook page. The association organised popular education workshops in two marginalised neighbourhoods with 120 participants attending from different categories of youth, including 36 women.

In Mali, Oxfam Novib supported the Youth Association for Active Citizenship and Democracy (AJCAD) to implement their organisational strategic plan. The youth organisation was established in 2014 as a result of the innovative global My Rights, My Voice programme, implemented amongst others in Mali. It started as a youth advisory board to ensure effective youth participation in design, programme implementation and learning, has grown to become one of the leading youth associations in Mali.

CASE: Youth holding governments to account as active citizens in Mali
In 2015, AJCAD strengthened the capacity of youth on issues of governance, decentralisation, budget monitoring, and legal instruments governing public and political participation of young people.

Supported by Oxfam Novib, AJCAD realised five youth capacity building sessions. Leaders from youth clubs created by AJCAD in several areas of Bamako and Kati actively participated in the training, which aimed to enable these young leaders to become and support their peers in becoming active citizens. The project has strengthened the capacity of the youth on issues of governance, decentralisation, budget monitoring, and legal instruments governing the public and political participation of young people.

The association has become a benchmark for active citizenship of young people in Mali due to the quality of its interventions and strategies. AJCAD is contacted by the press and other youth organisations for exchange of experience and partnerships at the regional level, with several youth groups requesting the association to set up in their country. AJCAD also participated in an international forum on democracy in Strasbourg, where Mali was the only African country represented.

We have seen in 2015 interesting examples of innovative interventions that hold governments to account and at the same time, as a result, influence policies and practices. An interesting example comes from Vietnam, where Oxfam Novib worked with partners to develop a system to enable citizens to rate the efficiency of government institutions and report corruption and bribery.

CASE: M-Score in Vietnam
Public administration services in Vietnam are often slow and could be more efficient. Oxfam developed in Quang Tri province an innovative mobile phone scorecard tool (M-Score) that enables citizens to score the performance of the public administration service via mobile phone and ensures their feedback is recorded and responded to.

In areas where M-Score is used, a record is made of citizens' mobile phone numbers when they are in touch with a local public administration office. Once the administrative procedure is completed, citizens are interviewed over the phone by an independent body on the quality of the service they received, how much time they had to spend to complete it and whether they had to pay a bribe. Events are held by the People's Council, an elected body and one of the project stakeholders, to announce and share the results with the provincial government, media and citizens, and to start a discussion on how public administration services can be improved. As part of M-Score, a hotline number has been set up and is now managed by the People's Council.

Provincial television and newspapers actively and regularly provide information about M-Score and updates on the results so local people have a proper understanding about the objectives of M-Score and become more open to share their feedback and recommendations. In addition, these organisations use cases from the survey for case studies and reports.

Oxfam's role is to promote linkages among a wide range of actors and carry out efforts to influence for change. Oxfam aims at making sure that government partners, research companies and academics collaborate with each other to achieve shared objectives, at the same time providing technical inputs. Oxfam monitors project activities, collecting evidence for project expansion, and connecting to potential donors.

There have been encouraging results, including a decreased number of reported bribery cases and a plan to improve the quality of public service in the 2016 Resolution of the People's Council of Quang Tri as a follow up to the M-Score survey.

The project has attracted the attention of local people and created expectations about its role in improving the quality of local public services. During the nine months from April to December 2015, the survey reached 3,560 people, accounting for 42% of the total number of people having their papers processed. A mechanism for the service users to give feedback and for the local authorities to respond was established via a telephone survey system as well as the hotline, 1800-8081; 78% of claims made through the hotline were followed up and solved by the local authority.

The implementation of the M-Score project was an incentive factor stimulating positive changes in human resources, equipment and facilities upgrading, an increase in the quality of service of the local authorities, and issuance of organising and operating rules at some one-stop shops of Quang Tri province. Improving quality of these shops was included in the 2016 resolution of the People's Council as an action point following the M-Score survey. The scorecard model is being expanded to the neighbouring province, Quang Binh, in early 2016. The aim is for M-Score to be employed by the government and rolled out nationwide by 2018.

During MFSII, we have found once more the importance of mainstreaming capacity development in all that we do and being flexible in ways of working. Also in 2015, we have seen new and exciting ways in which organisations can be strengthened: for example, in Mozambique we have supported the creation of a support mechanism called Techs4Life between young IT developers (Mozdevz) and 15 CSOs. Through this collaboration CSOs could request specific IT support during practical workshops at the end of 2015, with a follow up in 2016. So far results have been achieved in the form of tailor-made solutions for minor practical bottlenecks. Larger support programmes are being designed and both Mozdevz and CSO members are very enthusiastic about the initiative.

Conclusion

In conclusion, the IMPACT alliance looks back at a highly successful five years in which we have worked together with our partners to help marginalised and poor people to increase their influence on decision-making and protection of their civil and political rights. Also in 2015, our programming on the right to social and political participation shows impressive results for all outcome and output indicators. At the end of the five years, we have achieved and in many cases greatly surpassed all our targets.

During MFSII, we found ourselves challenged at many times by the ongoing shrinking space for civil society. We have continuously increased our investment to strengthen our work to protect and whenever open up space for civil society in order to act jointly within Oxfam and our partners and allies. This is a programming that has grown and will have significant attention in the future. Over the past five years, we have made good progress to develop the strength of our partners and beyond. Highlights during MFSII come amongst others from Mozambique, where the AGIR programme has supported organisations with their internal systems and management and where a new phase has just started; and South Sudan and Laos, where we supported organisations to strengthen themselves and find their place as part of a young civil society. We will take this further into the new Strategic Partnership with a specific focus no capacities for influencing and those that can contribute to protecting space for local actors, such as widening local constituencies.

Our activities around political, administrative and societal checks and balances have resulted in great outcomes. Learning and experience gathered on our priority theme, access to information, reiterated its importance. At the same time, we realized it will be more effective and realistic to ensure its strong and meaningful inclusion in other thematic interventions such as fairer tax and budget systems, which is what the program started to focus more and more on over the course of MFS2 An important lesson learned in this regard was to combine interventions that focus on budget monitoring and those that focus on fair taxation to maximise impact of interventions. As a result, our new programme development activities are combining the two linked areas of work. The program confirmed the effectiveness of integrating of access to justice into other interventions. Where the context allows for space for the judiciary to act as more independent counter-power, legal strategies, such as rights awareness and legal aid, are becoming more and more embedded in several programmes.

Looking forward, the programme remains rich and diverse, while starting to take a more cohesive shape around civil space and strength as well as tax, budgets and citizens. Both have a central place in the new Strategic Partnership with the Ministry. Within that, youth are an important target group. In addition, there will be a stand-alone programming trajectory on youth as active citizens, in which Oxfam Novib has invested resources, focusing on education, employment and SRH. Pilot programming on youth will be carried forward in these frameworks. ICT and new media are by now established as an important intervention strategy for the organisation and in our

work with partners, with digital influencing having a firm place in Oxfam Novib's structure and strategy on capacity building on influencing.

2.1.5 Programme Right to an identity

Objectives

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

- Reduction of impunity and social acceptance of violence against women, and the creation of conditions for women and girls to enjoy their human rights, especially their sexual and reproductive rights.
- Greater leadership role for women in change processes
- More women have opportunities for organising themselves collectively and go into action around their specific needs. More women question discrimination and the denial of their rights. More women play a leading role in formal and informal decision-making processes in their own organisations and institutions.
- Increased capacity of civil society organisations to mainstream gender justice in their work
- More organisations have increased capacities to mainstream gender in all their programmes, policies and field work, 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 have developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)

Outcome 50 No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation

Outcome 51 No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influence it

Outcome 52 No. of cases that show that partner organisations have more capacity with regard to programmes, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global level (thanks to exchange of practices)

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

Introduction:

In 2015, 17 **Sustainable Development Goals** were adopted to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. **Goal Five** focuses on the achievement of gender equality and the empowerment of all women and girls, not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world. As United Nations Secretary-General Ban Ki-moon said, "we cannot achieve our 2030 Agenda for Sustainable Development without full and equal rights for half of the world's population in law and practice".[8] Since the Fourth World Conference on Women in Beijing took place in 1995, significant progress has been made, particularly in advancing women's legal rights. Furthermore, statistics[9] show that life expectancy has continued to rise, reaching 72 years for women and 68 for

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[8] Ban Ki-moon made this speech during the High-level " Global Leaders meeting on Gender Equality and Women's Empowerment: A commitment to Action". Event took place during the Sustainable Development Summit in New York)25-27 September 2015)

[9] The World's Women: Trend & Statistics 2015. http://www.awid.org/resources/worlds-women-2015-trends-statistics

men globally. Worldwide, the number of maternal deaths declined by 45% between 1990 and 2013. Enrolment of children in primary education is nearly universal today.

However, even when the vast majority of the world's youth is currently literate, nearly two-thirds of the world's illiterate adults are women, a proportion unchanged for the last 20 years. This inequality is evident in other areas as well, with devastating consequences. Millions of women and girls around the world are trapped in low paid, poor quality jobs and still carry the burden of unpaid care work, intensified by austerity policies and cut-backs. Women and girls are still married as children, are refused access to education and political participation and many more are trapped in conflict where rape is used as weapon of war. More worrying is the threat by fundamentalist religious groups to women's rights and gender equality. From sexual violence in South Sudan and Nigeria to the hundred of women in Syria and Iraq raped and murdered; women's basic human rights are systematically violated.

Within this context, the IMPACT Alliance has continued working towards changing the culture of gender discrimination, working to transform the consciousness, attitudes, behaviours, norms and exclusionary practices of women and men, and to provide women and girls with opportunities to mobilise and raise their voices, to influence and participate in decision-making spaces, and to create opportunities for women on sustainable economic interventions.

The Alliance has worked over the years in more than 15 countries on citizens' right to an identity. Alliance members Oxfam Novib, Hirda and Butterfly Works have contributed to this programme.

2.1.5.1.1 Well-regulated property and inheritance law
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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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	24	39	30	34	33	207	38
	# 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.	12	31						
	# lobbying trajectories for land, water and biodiversity issues.	8	21						
	# training seminars about socially responsible entrepreneurship that have taken place.	3	38						
	# organisations that have received socially responsible entrepreneurship training.	30	28						

Performance on outcome and output level:
Over the last year, Oxfam Novib has continued to work intensively to secure the land rights of women, men and local communities. Our programs are active in more than forty countries worldwide, and provide direct support to people on the ground. In Niger, for example, we work with our partners REFEPA and KARKARA in an innovative project that supports women to get land titles and participate in decision-making by engaging with imams that promote gender-sensitive norms.

Oxfam works at all levels to influence these actors to create the conditions for fairer and more equitable land governance. In 2015, we partnered with FAO to pilot multi-stakeholder platforms on land governance in four countries (i.e. Niger, Malawi, Uganda, and Niger) to discuss how to realize the 2012 Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests, the most advance international benchmark on this issue. We equipped civil society to engage in effective dialogue with other actors and better advocate for people's rights.

In New York, we ensured a major victory for the land community by ensuring that the recently approved 2030 Sustainable Development Agenda contains three strong targets for realizing secure and equitable land rights. All governments of the world are now asked to secure these rights in a certain timeframe, and measure progress according to common indicators.

Finally, we invested significantly in raising the voice of indigenous peoples and local communities who manage lands, forests, and water bodies in common. We did this because these groups are the most vulnerable to land grabbing, but are also those at the forefront of our fight against climate change. Oxfam Novib developed, with the Rights and Resource Initiative and the International Land Coalition, a campaign called Land Rights Now, which was launched by more than 400 organizations and communities worldwide and aims at doubling the land owned by indigenous peoples and local communities by 2020. The campaign raises public awareness on this issue, raises the voice of people on the ground, and facilitates collaboration on participatory mapping, legal empowerment and advocacy. Oxfam in particular supports the distinct voice of indigenous women and women from local communities, who face the double challenge of protecting their communities and participate on equal footing in decisions.

2.1.5.1.2 Participation of women in politics and government
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 49   Number of partner organisations that have developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)
Outcome 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)

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
47	# partner organisations that have implemented programmes about female leadership in their communities.	25	37	127,000	90,466	28,062	23,351	21,846	12,407
	# partner organisations that have used interactive toolkit to promote female leadership at community level.	4	18						
	# 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.	10	21						
49	# partner organisations that have completed the GMLT programme.	26	51	250	73	32	110	92	84
	# partner organisations that have completed the WEMAN programme.	6	25						
	# analyses of gender capacity completed and discussed with partner organisations.	22	38						
52	# organisations that have completed evaluation studies of the implementation of their programmes about women's right to bodily integrity.	4	5	25	10	5	6	3	10

	# partner organisations that have involved their grassroot support in participative documentation, reflection and learning trajectories about the effects of the implementation of programmes on violence against women and sexual and reproductive rights (for the purpose of downward accountability and involving the target group).	3	12						
	# partners that are affiliated to learning networks of institutions (which has boosted members' learning capacity in terms of women's right to bodily integrity).	4	4						
53	# partner organisations that have completed evaluation studies on the implementation of their programmes for promoting female leadership.	4	10	53	14	7	6	3	22
	# partner organisations that have involved their grassroot 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.	4	10						
	# 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).	3	9						
	# exchanges between partner organisations and research and/or knowledge institutions relevant to the conceptualisation of female transformative leadership.	6	4						
	# The "Measuring Milestones" project has been carried out in collaboration with PSO, Gender at Work and other partner organisations.	0	0						

Performance on outcome and output level:

By the end of the reporting year, targeted results on increasing women's leadership at local and national level (OI 47) had been achieved. Examples that show these results include our work in Cambodia, where Oxfam Novib, through the *Youth, Urban and Migration* programme, has supported 268 women exercising leadership positions in workers' organisations in the garment sector and in commune councils. Also in Nigeria, we have continued implementing the coaching and mentoring project *Female Youth Participation in Governance and Political Processes.* As a result, 374 young women were reached this year, providing them with support and skills to actively participate in universities' decision-making processes. In Yemen, despite the restart of the conflict in March 2015 which makes implementation of our programmes extremely difficult, the alliance has been able to work with local partners to implement the programme *Camera as a Voice – Get to know her*, where a group of 26 female youth were trained on gender and female leadership issues and video production skills to produce short films. This group produced nine short films that reflect the impact of the war on women and their families, at the same time showing the changing role of women in society and the role they can play in finding lasting solutions to the conflict.

Case: Great Voices for Women Leadership campaign and She Should Run project (Nigeria)

The aim of the two projects is to raise awareness of the benefits of women in leadership positions among Nigerians and motivate and galvanise women towards competing in the 2015 elections through the use of electronic media such as television stations and social media. Also, to subliminally drum up votes for women contesting in the elections – particularly amongst women, who in some states make up the majority of registered voters, and amongst young people.

She Should Run – an advocacy campaign which seeks to motivate women to run for political office and encourage wider society to support women's participation in politics – uses short video clips (sound bites) of no more than 30 seconds to encourage women to participate actively in the 2015 elections and, with appropriate messaging, tackle cultural norms and religious misconceptions that contribute to the small space reserved for women's participation in politics. The *Great Voice for Women Leadership* campaign used 15 role models (men and women) from Nigeria, Africa and the world, endorsing and encouraging women's participation in governance. These recorded interviews were aired on two national television stations, African Independent Television and Channels Television (40 and 38 slots respectively), at prime times.

Though fewer women made it to the top in the national assembly (5% compared to 7% in the last general election), more than ever before there were extensive public discussions about women's involvement in politics and decision-making, dominating the media. Campaign videos were aired to the general public in Nigeria as well as to critical stakeholders in media, government and education and Nigerians in the diaspora through the Internet (blogs, social media platforms). This created more interest from a wider section of women (middle class, elite, young) to participate in elections by registering to vote and voting during elections, compared to the process in 2011.

The IMPACT alliance has continued working towards increasing and strengthening partners' capacities around gender mainstreaming, both at organisational and programmatic levels (OI 49). For example in Asia, following the regional workshop on gender mainstreaming and Women's Economic Empowerment held last year, results at national level can be reported.

In Laos, partners implementing the GALS methodology are carrying out Participatory Gender Reviews, which provide a structured process for people to analyse their progress in changing gender relations, improving livelihoods and influencing others, deepen their understanding of gender constraints, and revise and plan the next milestones in their programme's and project's implementation. In Vietnam, the Advocacy Coalition Support Programme conducted a gender strategy review, which led to a focus on mainstreaming gender into coalition work plans. Also as a result, the programme is working on developing gender-sensitive policy advocacy methods. In Cambodia, 12 key partners were trained on the Gender Road Map and GALS methodologies, with financial support provided to implement the project at grass-roots level. The 12 partners were able to reach 284 couples, who have showed changes in living conditions (such as gender roles and incomes). More surprisingly, 60% of the 209 couples who always had domestic violence have completely changed their behaviour to be more gender sensitive and active in income generation for the family.

In Mozambique, the gender mainstreaming programme has continued and a GMLT facilitators team was created, composed of representatives of Oxfam partners in the country. The team, with the support of the Oxfam office, conducted four training of trainers sessions to build and reinforce their capacity on gender mainstreaming using GMLT tools. The project also promoted exchanging experiences and learning events at national as well as international levels, attended by staff and partners. These efforts have led to an improvement in the way partners report, with the inclusion of data disaggregated by sex and the internalisation by the staff of the importance of integration of gender at programme level.

Case: Gender mainstreaming approach in Uganda

Taking steps to make Oxfam's principle of putting women's rights at the heart of all we do, Oxfam's office in Uganda, together with partners, carried out the following activities:

- Extended gender mainstreaming to seven more partners in addition to the 10 existing partners.
- Designed a tailor-made curriculum for this purpose for a two-week training in gender mainstreaming, conducted as a way to respond to the gaps that the assessment findings revealed. Topics covered included the concept of gender and gender mainstreaming; basic concepts of gender equality, gender equity, gender justice and women's empowerment; and how a gender analysis can be undertaken. Both the Training for Transformation and Gender Action Learning Systems methodologies helped to facilitate learning.

This led to the following results:

- Organisations, especially those that are addressing governance issues, have experienced increasing numbers of women in key leadership positions and levels of participation. For example, CEWIT in Kamuli district has noticeable key roles of speakership and chairpersons taken on by women. In the community, women's names are easily nominated for leadership by men, which exhibits trust in women as leaders. Send a Cow has most of their farmers' groups led by women, which has given them visibility and increased their self-esteem.
- **Send a Cow** male extension workers testified that before the training in gender, they did not notice that their wives were overburdened with lots of work at home and could not imagine themselves sharing those roles since the society they grew up in is so patriarchal. After a number of trainings in gender by the staff of SACU, they now participate in the roles once taken on by their wives such as preparing children for school, washing clothes and dishes, cooking, and watching over the children.

Concerning the IMPACT alliance's outcomes on Knowledge and Innovation Management (OI 52 and 53), the alliance has achieved 99% of the expected results for the period 2011-2015, thanks to the completion of evaluation and review studies during the last year of implementation. Oxfam Novib has continued using the World Citizens' Panel as a primary impact measurement tool for gender justice programming. One interesting example is the results achieved in the implementation of the Safe Spaces pilot project in the MENA region. The pilot was implemented in Tunisia, with a key objective of challenging social acceptance of violence and discrimination against women and girls. An Egyptian edutainment radio series called "Worth 100 Men" follows Noha, an Egyptian journalist, who encounters typical situations and problems that affect women in the Arab world. The series was presented to a listening group, followed by discussion on the themes of the series. At the end of the pilot project, important lessons were identified that are being used now in the design and implementation of influencing initiatives related to women's right to the integrity of the body and the promotion of female leadership. Some of the major lessons identified are: carrying out

- Impact is likely produced through *engaging in the discussions* rather than exposure to the series alone, which indicates that scale-up should not focus exclusively on national broadcasts but also on social mobilisation.
- An important mechanism for achieving change seems to be *increasing confidence and motivation to discuss issues* and have an opinion on them. Discussion sessions should first work on building self-confidence. This is further validated by stories of change collected that mentioned improved perception of self-worth and increased confidence, having impact on their relationship with others and their motivation to take action. Some quotes from participants: "I've become responsible for myself, capable to claim my rights with courage"; "I feel good, I'm more and more at ease with myself"; "If I didn't meet you and attend the sessions, I wouldn't be able to express myself in such a confident way"; "I feel better, I've learnt lots of things that I had no idea about, I discover new things at the same time I realise I've got a bit more confidence in myself…".

2.1.5.1.3 Measures to end violence against women

Outcome 46   No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity

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 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
46	# partner organisations that have completed awareness-raising programmes about women's rights to bodily integrity and gender justice.	22	35	1,136,000	1,151,394	,093,272	498,013	40,670	262,346
	# 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.	5	18						
	# pilot projects focusing on violence against women and sexual and reproductive rights.	2	16						
	# campaigns against violence against women that have been undertaken.	12	14						
	# campaigns against female genital mutilation undertaken in Somalia.	1	1						
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	17	21	104	60	376	84	92	55
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	13	22						
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	9	22						
	# partner organisations at both national and international level that have completed a capacity-building programme on accountability towards the target group.	3	19						
50	# partner organisations	23	23	288	26	20	24	180	21

	that have undertaken lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women's human rights.								
	# partner organisations that have undertaken lobbying activities targeting national governments, focusing on the national implementation of international women's rights frameworks.	16	18						
	# regional networks and coalitions that have developed joint lobbying and advocacy activities for the implementation of international women's rights frameworks.	9	14						
	# 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.	15	8						
	# regional networks, alliances and coalitions that have developed lobbying and advocacy activities for the implementation of international frameworks for female leadership and gender mainstreaming.	4	7						
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.	1	2	17	13	0	0	0	0
	# global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	3	2						

Performance on outcome and output level:

A fundamental element of the IMPACT alliance's work around violence against women and girls is changing attitudes and behaviours of both men and women regarding women's right to bodily integrity (OI 46). On this area of work, the alliance has surpassed the expected results for the reporting period. Examples of the initiatives implemented in this area include the "Nous Pouvons" (We can) campaign in Democratic Republic of Congo. The campaign counts now 80,942 actors of change who got personally involved to stop VAWG in their area of influence through campaign activities such as public marches, empowering workshops in schools and with police forces, and participatory theatre. In Bangladesh, activities were targeted to reduce early marriage and early pregnancy. Through the project Maybe Tomorrow, Oxfam Novib and local partners worked together to raise children's voices to prevent child marriage. Awareness raising and training sessions were conducted with students and teachers and 16 episodes of a TV talk show on the issue were broadcast on local TV channels. The project also reached out to community and religious leaders, forming a child marriage prevention committee at sub-district level which prevented 10 child marriages from taking place.

Alliance partner HIRDA has continued building up its work around the eradication of Female Genital Mutilation (FGM) in Somalia. HIRDA's campaign "Proud of Me" has continued raising awareness in a region controlled by militias and religious extremists. In this volatile context, HIRDA has managed to bring the very sensitive topic of FGM into discussion through radio and television networks.

In Tunisia, the pilot project Safe Spaces for Women was implemented. This is a regional initiative (including Tunisia, Egypt, OPTI and Yemen). The pilot included assessment of the potential of an Egyptian radio show/series (edutainment-based activity) in changing attitudes and reducing the acceptability of VAWG through listening and discussion groups, and tracking changes in attitudes through the WCP. 300 persons were reached by the edutainment-based activity. The assessment identified important results such as that following the series participants were more aware of different kinds of violence against women and more likely to report personally knowing someone who had suffered from violence; were less likely to justify different instances of violence against women; and were more likely to advise others who suffer from violence to speak out. There were also some areas with no significant change: justification for women to be in or stay in violent relationships, and perceptions of social norms – how participants think their communities think about violent relationships, or the way people think about the role of women in society.

Case: C'est la Vie+. A transmedia game to break the taboo on gender based violence (Butterfly Works)
C'est la vie+ aims to mobilise young people in Francophone Africa to contribute to a positive change around the position of women in society, and in particular Gender Based Violence. C'est la Vie+ combines access to objective information with a space to share ideas and opinions, and a playful call to action to mobilise the public.

C'est la Vie+ is a transmedia game based on the popular C'est la Vie TV series, which started broadcasting on 21st September 2015 on TV5Monde in all 26 countries of Francophone Africa. There were four episodes per week until the 26th October, and it continues to be online through the TV5Monde webplayer. In the webplayer and on the Facebook page viewers are directed to the C'est la Vie+ game. Each C'est la Vie+ episode encourages a debate on GBV, sexuality education and reproductive health. The young audience is submerged in the world of Ratanga, a fictional village. The duo Rachel and Julien play a supporting role in the TV series, but are the protagonists in C'est la Vie+. Together with their friends they reveal the secrets and problems of Ratanga. C'est la Vie+ is an interactive transmedia campaign and game with more characters, more stories and more juicy details. Viewers' engagement unlocks a world beyond the TV series by joining the game, winning prizes and uncovering hints. Through open discussions and gameplays, young people are encouraged to think, talk and act against GBV.

To appeal to young people, C'est la Vie+ is made relevant to their way of experiencing the world. This was achieved by involving youth, story makers, media companies and the Senegalese NGO RAES in a co-creation process facilitated by Butterfly Works. The game is played on the media young people use, adopting texts and images that attract them, while discussing topics that they struggle with. The biggest possible audience is reached through a true mixed media approach – from TV to internet, a Facebook community and mobile phones. Practical questions are raised, such as privacy on Facebook or the difference between friendship and love. Also more complex questions are discussed, such as what do you do after rape or how can we decrease maternal mortality?

C'est la Vie+ has managed to achieve an impressive reach for a "serious game", which is a completely new and untested concept – the first of its kind on this large scale in Africa. Developing it and making it a success is itself a huge milestone. Strong content has been developed (videos, story, game elements) thanks to an effective partnership between Butterfly Works, RAES, scriptwriters and game designers where Butterfly Works offered good guidance on the overall creative process with RAES' excellent support on the production side.

In the first month of broadcasting (September-October), 107,000 visitors watched the episodes via the web-player, in addition to those who watched it on the TV (for which there are no statistics yet). The Facebook page received 20,572 likes and the videos on YouTube have been viewed over 8,000 times. More people will be reached in 2016 when the series is broadcast on national TV stations and the game has been adjusted and re-launched on the basis of lessons learnt.

Concerning the strengthening of women's organisations' capacities (OI 48), the IMPACT alliance has achieved the result targeted for the reporting period. The alliance has continued working towards alliance building and creation of networks as a way to strengthen and build the capacity of women's rights organisation to enhance their outreach and impact. For example in the MENA region, partners in the AMAL programme from OPTI participated in a one-week study in Morocco to learn and exchange experiences on women's political participation initiatives. At global level, Oxfam Novib partner Women Global Network on Reproductive Rights (WGNRR) continues supporting the capacity development of over 50 women's organisations around the world by facilitating learning and knowledge exchange between members. This is accomplished by providing resources, training, coaching and networking on SRHR issues. The gender knowledge cascades to local trainers to ensure it is shared as widely as possible.

Our work towards the adoption and enforcing of regulations or legislation regarding human rights of women at national level (OI 50) has maintained its focus on implementation of existing laws by national and local governments while ensuring those existing policies and legislation remain in place, despite increased pressure from conservative sectors to limit women's rights as recognised by international frameworks. For example in Tunisia, following the vote on a new constitution, there is need to reform the legal framework to effectively protect women and girls from violence and enshrine gender equality to reflect the constitution. Building on the minimum standards for the comprehensive legal framework developed within the AMAL programme, the Safe Spaces pilot project supported the development of a joint advocacy strategy around these standards. This strategy was endorsed by the steering committee and is currently undergoing a validation process by the wider group of organisations. The steering committee is also continuing lobbying at different levels (Ministry of Women and Family Affairs, UN organisations, EU, experts involved in the finalisation of the bill).

Specific references to Outcome Indicator 51 are found in section 2.2.5 Programme Right to an identity; 2.2.5.1 MDG 3: Gender; and 2.2.5.1.1 Measures to end violence against women.

Conclusion

The IMPACT Alliance has achieved most of the results expected and even surpassed targets by the end of 2015 for this programme. It has effectively contributed to challenging social norms and values that still, in the 21st century, justify and even promote the use of violence against women and girls; excuse the violation of their sexual and reproductive rights; and limit their full participation in political and income-generating activities. Our interventions have challenged traditional and discriminatory beliefs and ideas and led individuals to start to question their own positions and behaviour on the issue.

The IMPACT alliance aimed for at least 127,000 women with a more leading role locally and/or nationally. In this reporting period, we again reached over twelve thousand women exercising leadership positions in their communities. We also endeavoured to reach more than a million men and women being aware that women are in charge of their own bodies, and that violence against women is unacceptable. In the nine months covered by this report, over 262 thousand women and men had been reached through education and awareness raising initiatives and campaigns that have positively influenced the way these individuals see women's position in society. Adding these results to the results in the previous years, it is safe to say we have surpassed our targets.

We aimed for at least 100 partners incorporating equal opportunities for women in their programmes. By the end of this report period, more than 85 partners have been assessed positively on gender sensitive programming. Furthermore, the IMPACT alliance has made progress in ensuring that, at an organisational level (number of women in decision making positions, internal gender policies, etc.) and a programmatic level (gender objectives and indicators in programme design and implementation), we met our minimum standards towards addressing gender inequality and women's rights in all the work we do.

Our work to positively influence national governments to improve their legislation on women's rights and gender equality had met great challenges due to pressure from conservative and retrograde forces. Our achievements in this area are mostly on maintaining existing policies and legislation, and ensuring that the implementation of existing laws becomes a priority for national and local governments. As we have learned, lobby and advocacy work is a long time effort that needs to be maintained, and the recently agreed Sustainable Development Goals – in particular Goal Five on Gender Equality – provide the perfect international framework to do that.

2.2. International Lobby & Advocacy

2.2.1 Programme Right to a sustainable livelihood

Introduction

IMPACT alliance members recognise the potential for the private sector to play either a positive or negative role in developing people out of poverty. In the last five years, the instrument of ranking companies among their competition has proved to be a useful way of challenging companies to engage in a "race to the top" instead of the bottom when it comes to their impact on the lives of people living in poverty. Oxfam Novib has, with allies and partners, developed instruments and campaigns to do this. In the Netherlands we started six years ago with the Eerlijke Bankwijzer (Fair Bank Guide), together with Dutch allies Amnesty, FNV, Dierenbescherming, PAX and Milieudefensie. This has led to spin-offs in eight other countries (Belgium, Brazil, Germany, France, Indonesia, Japan, Norway, and Sweden), and a sister for insurance companies, the Eerlijke Verzekeringswijzer (Fair Insurance Guide). It also inspired Oxfam to take on the Behind the Brands scorecard initiative from 2013 onwards, comparing the ten largest food and beverage companies.

The watchdog role is one other members in the IMPACT alliance also play, e.g. SOMO does a lot of research into the consequences of multinational corporations' activities for people and the environment around the world.

Apart from this watchdog role, Oxfam Novib works with companies to link smallholder producers to international value chains in a sustainable and profitable way, and can take a role as convenor or broker of partnerships between national and international companies and producer organisations.

2.2.1.1 MDG 1: Private sector and agriculture

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 13   No. of policy changes in internationally operating companies and international institutions on natural resources and biodiversity

2.2.1.1.1 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	18	9	26	38	42	26	43	19
	# research reports about specific themes and business activities in developing countries.	18	22						
	# information products (user guides, briefing papers, toolkits, websites, etc.).	18	4						
	# training courses and/or seminars about socially responsible entrepreneurship.	5	5						
13	# lobby trajectories in which international companies and	13	8	68	79	119	31	44	25

institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.										
# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	3	13								
# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	18	10								

IMPACT alliance partners SOMO and Oxfam Novib contributed to outcome areas 8. SOMO contributed significantly with 12 global partners having enhanced their capacities in the field of lobbying, research and networking. Partner Malawi Carer was supported by SOMO in doing field research and international advocacy. The strategic use of SOMO's own research on sustainability contributed to five clothing brands and retailers which source from India now assuming responsibility for labour conditions beyond their first tier suppliers and undertaking steps to address labour rights concerns among their second tier suppliers. SOMO also produced a report and organised a seminar on problematic working conditions, land grabbing and other practices relating to sustainability in the sugar cane sector. Fairfood contributed to outcome 13 with ongoing conversations with Ahold to improve the conditions on the farms of their Moroccan tomato suppliers. Fairfood also lobbies for improved food supply chains in Madagascar (the vanilla industry) and Central America (sugar cane).

Oxfam GROW Campaign:

Behind the Brands:
In 2015 with Behind the Brands we have continued to leverage the power of consumers to persuade the world's largest food and beverage companies to account for what happens in their supply chains. Notably, our latest scorecard update report shows that the companies made most progress on the issues that we publicly campaigned on (i.e. land, gender and climate change). Illovo, Africa's biggest cane sugar company, committed to a zero tolerance approach to land grabs in May 2015 due to downward pressure from the big food companies, including Coca-Cola. Illovo also committed to resolve two specific land rights controversies in Malawi and Mozambique. Illovo was the first big trader to take on a commitment for zero tolerance to land grabs. In correspondence with Oxfam's Behind the Brands climate-roadmap, General Mills and Kellogg's published science-based reduction targets in 2015. In September 2015, Behind the Brands held a highly successful multi-stakeholder workshop in Ghana to foster deeper multi-stakeholder conversation on women's empowerment in the cocoa sector. Over 50 participants attended, among them representatives from the "Big 3" campaign targets, traders representing over 80% of the world's cocoa bean supply, major grinders, certifiers and suppliers, INGOs, farmers' organisations and women's rights organisations. This meeting contributed to the development of a document on emerging good practices published in March 2016. As well as following through on the previous commitments on land, climate and gender, Behind the Brands actively contributed to building momentum within the food and beverage sector ahead of the UNFCCC COP in Paris. In Cambodia, Mozambique and Brazil, Oxfam and local civil society organisations continue to engage in restitution processes in relation to the cases raised through Behind the Brands.

As Behind the Brands enters an implementation and accountability phase we are starting to generate rich learning on Oxfam's role in ensuring that the private sector follow through on policy commitments and implement them in practice. Oxfam's understanding of what moves companies continues to deepen, as does our knowledge of individual commodity supply-chain dynamics.

Financing for development: Redistributive measures: improved fiscal policies
The link between tax justice and human rights has been explicit in the different strategies employed to improve fiscal policies, at global and national level. Under outcome indicator 8, Oxfam Novib worked closely with global partners such as The Centre for Economic and Social Rights (CESR) and Tax Justice Network (TJN) to improve fiscal policies.

CESR's strategy contributed to the inclusion of commitments on tax reform, inequality reduction and human rights accountability in the Sustainable Development Goals, adopted by the UN in September 2015. Their advocacy towards rights-based fiscal commitments in the SDGs resulted in the publication *A Post-2015 Fiscal Revolution*, for which CESR and Christian Aid presented illustrative indicators which aimed to provide actionable proposals to measure the SDG commitments most relevant to tax and fiscal justice. These proposals have since been presented formally and informally to the Inter-Agency Expert Group tasked to develop an indicator framework for the SDG goals and targets.

At the same time, the human rights, tax justice and development communities joined efforts at global level to challenge unfair tax policies and the human rights deprivations that result from them. The platform for more effective advocacy and collaboration across these communities was kicked off by the international strategy meeting *Advancing Tax Justice through Human Rights,* convened by CESR in 2015 in Lima, and attended by Oxfam Novib, TJN, LatinDADD, and the Global Alliance for Tax Justice.

TJN focused on capacity building to create a critical mass of trained journalists at national level in Southern countries. TJN's course *Finance Uncovered*, formerly called the *Illicit Finance Journalist Training and Mentoring Programme*, has been followed by a total of 120 journalists, researchers and campaigners. Civil society participants came from 21 Southern countries, 15 stories have been published, and a new magazine has been launched. In October 2014 *Finance Uncovered* published its first major investigation: Europe's Tax Haven Investments. It was on the front page of Germany's Tagesspiegel and also published in the EU Observer, De Correspondent in the Netherlands, Mada Masr in Egypt in English and Arabic, and the Ugandan Observer.

For a long time TJN has been a strong advocate for country-by-country reporting. TJN provided a joint response to the Organisation for Economic Co-operation and Development (OECD)'s public Consultation on Country by Country Reporting and Transfer Pricing at the beginning of 2014, followed by an edition of *Tax Justice Focus,* guest edited by Richard Murphy, the originator of the idea of country-by-country reporting. This edition brought together authors from the OECD, Confederation of British Industry (CBI), Global Witness and the European Network on Debt and Development to present a unique picture of the campaign for country-by-country reporting throughout the world. TJN provided advice and lobbying support to partners including the Financial Transparency Coalition Advocate based in Brussels, leading up to a crucial EU vote on country-by-country reporting in June 2015. The EU announced that it will proceed with an assessment of additional disclosure obligations and launched a public consultation on country-by-country reporting. In their blogs, TJN continues to raise the alarm when policy is backsliding on the agenda.

In the Netherlands, arduous lobbying for more transparency in the Dutch tax system and rulings of the Dutch tax authority resulted in the first naming and shaming of a private deal between a multinational and the Dutch state. The TJN-Netherlands lobbied members of parliament to investigate the Netherlands' unfair tax regimes. As a result, the report of the General Accounting Office at the end of 2014 made clear that the Dutch tax regime is similar to known tax havens, such as Luxembourg and Switzerland. As a result, the European Commission investigated one specific case – the tax deal between Starbucks and the Dutch tax authorities – which was not acceptable to EU standards. LUXLeaks published on the Dutch tax rulings.

Financing for development: Make Tax Fair fund in the Netherlands
Oxfam Novib is campaigning against the extreme inequalities in the world and for a fair (inter)national tax policy. In 2015 Oxfam Novib created the Make Tax Fair fund as a part of its Linkis programme. Dutch organisations were invited to submit proposals regarding the mobilisation of Dutch citizens on issues pertaining to tax inequality. This fund is comparable with the GROW fund of 2013 and 2014. Global Link approved proposals for a total amount of EUR 283,992 for five organisations: Somo, Oikos, ActionAid, BothEnds and Micha Nederland. All projects contributed to the international Oxfam inequality campaign and focused on the need for a fair tax system both at global level and in The Netherlands. A broad range of activities made a total of 900,000 citizens aware of the unfair tax system and the Netherlands as a tax haven.

Somo focused on sharing information about the "do's and don'ts" of the Dutch tax haven amongst a wider audience. A highlight is their new website about the geography of tax avoidance, *Tax-Free Profits* (http://read.somo.nl/story/tax-free-profits/). **Action Aid** invited journalists, opinion makers and politicians for three "Amsterdam tax tours" to visit mailbox firms and accounting firms in double-decker buses, which generated a lot of media attention and indirectly reached 860,000 Dutch citizens. The campaign's slogan – "tax avoidance is

legal, but not normal" – and the message about the impact of the Dutch tax haven in the South has been well heard. *Both Ends* used their high-level expertise on tax to show that the state agency Atradius DSB is lacking a proper screening procedure towards Dutch exporters to whom they provide export credit assurances and other facilities, to detect whether they make deals with debtors/customers that are involved in tax dodging or tax evasion. Three case studies resulted in the report "*Shady Dealings: How Artradius Dutch State Business fails to adequately screen the businesses it supports*". This report has been widely distributed.

2.2.1.1.2 Access to the international market has improved

Outcome 14   No. of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking guide)

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	9	7	44	30	19	44	144	15
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	9	35						
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	3	3						
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	14	6						
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	5	7						

Performance on outcome and output level:
In this result area IMPACT alliance partners SOMO, Fairfood International and Oxfam Novib lobbied at the Dutch and international level and supported partner organisations to lobby companies or governments.[10] Oxfam Novib has a specific focus on the financial sector. Besides the ongoing work with the Eerlijke Bankwijzer, the international Fair Finance Guide and the Fair Insurance Guide, Oxfam Novib was one of the three Dutch NGOs that decided to be a party in the so called 'IMVO-covenant' for the banking industry, led by the Social Economic Council (SER). First results of this innovative multi-stakeholder approach are expected in 2016, if all parties agree on the covenant.

Shareholder engagement
Oxfam Novib, together with VBDO, the Dutch Association of Investors for Sustainable Development, embarked on a feasibility and scoping study to explore the possibilities of shareholder engagement in emerging markets.

The main aim is to link civil society and investors with companies on Environmental, Social and Governance (ESG) issues, the assumption being that changing the policies of listed companies on specific ESG issues will contribute to achieving poverty reduction and sustainable and equitable development.

This scoping has resulted in a background document exploring the different types and possibilities of shareholder engagement in a number of key countries (notably Hong Kong, Singapore and South Africa), as well as a few meetings with interested parties. The results are being used to develop a fair finance programme in Asia.

Reform of the international financial institutions system
Two major financial institutions, the IMF and the World Bank, have been successfully targeted by lobby for internal reform.

Global-level advocacy focused on transformative change in IMF policies, with two major contributions achieved by Jubilee US. First, thanks to their advocacy to the White House, the US government supported the Jubilee debt relief plan for West Africa. This turned into a new debt relief fund, which is a permanent facility for countries in crisis, and the 38 eligible countries would automatically be granted relief if they meet certain criteria during a crisis. This is a major step forward in international debt policy. The financing mechanism allows the IMF to deliver low-interest loans quickly to countries in need and then convert those loans to grants through debt relief, thus reducing debt burdens. This is an important adjustment to current IMF policies that will benefit poor countries. Second, Jubilee US moved the IMF to grant $100 million in debt relief for Ebola-impacted countries, to call on bilateral creditors to give $70 million more, to create a debt relief trust fund for disaster-impacted poor countries, and to use new innovative financing mechanisms to reduce debt burdens for countries in crisis.

In Egypt significant progress has been made in giving a voice to civil society in relation to the World Bank's decision-making processes. World Bank officials have commited to take steps towards meaningful and systematic civil society participation in the development of the Country Partnership Framework (CPF) in Egypt, as a result of the work of BIC Egypt and specifically of documents submitted by Egyptian, Tunisian and Yemeni CSOs on how they would like to see consultations on the CPFs in their countries take place. The senior management at the World Bank is holding consultations in Egypt around a new Bank strategy titled "Mainstreaming Citizen Engagement" in response to a letter sent by a group of CSOs from the region, including our Egyptian partners. The Bank's senior management has also committed to assessing the environment for citizen engagement in Egypt as part of its Systematic Country Diagnostic process. CSOs in Egypt have formed a national coalition to monitor and conduct advocacy around the impacts of World Bank policies and programmes. Finally, CSOs from Egypt are voicing their concerns and demands as the World Bank develops new policies at the global level, including the ongoing review of its Safeguards and the new Country Engagement Model.
BIC contributed to OI 14 (four lobby activities regarding governments, international financial and trade institutions and multinational companies) via e.g. the Fair Bank Guide.

Fair Finance Guide International (FFGI)
Finance is at the heart of all decisive processes in the world: on the one hand, inclusive economic development, humanitarian aid, basic social services and preservation of natural resources; on the other hand, armed conflict, pollution, land grabbing and growing inequality. Financial institutions such as banks play a crucial role when it comes to promoting or hampering development. Therefore, they have to be accountable for how they operate, not only when it comes to the inclusiveness of their services and the fairness, honesty and transparency of the products they sell, but also regarding the nature of the enterprises they give loans to or invest in.
Financial institutions can have a huge impact if they make their investments more sustainable and use their influence positively, for example by engaging with the companies they invest in, voting in shareholders' meetings, making best-in-class investments, applying exclusion criteria etc.

Together with other Netherlands-based NGOs – Amnesty International, Friends of the Earth Netherlands/*Milieudefensie*, and the Confederation of Dutch Labour Unions (FNV)*,* later joined by PAX and Animal Welfare Netherlands – Oxfam Novib launched in 2009 the Dutch Fair Bank Guide, a tool for assessing the level of integration of ESG standards in the policies and practices of Dutch banks. In 2013 the same coalition launched the Fair Insurance Guide (Eerlijke Verzekeringswijzer). In 2015 both guides were presented under the umbrella Fair Finance Guide (Eerlijke Geldwijzer) on the website www.eerlijkegeldwijzer.nl.

Over the years, the Dutch Fair Finance Guide has managed to achieve more than 165 measurable improvements in banks' policies, while case studies led to numerous articles in written media and coverage in traditional, new and social media. The Dutch Fair Bank Guide has also developed a fantastic reach to bank customers over the years: more than 700,000 people visited the website between January 2009 and December 2015; more than 30,000 complaints and compliments were sent by customers to various banks and insurers via the Fair Finance Guide. In addition, the national media helped exert pressure on the banks and insurers by publishing several of the Fair Finance Guide's findings, for example on transparency and investments in arms and nuclear weapons.

As a result, the scoring of the 10 Dutch banks increased from an average of 5.6 (on a scale of 10) in 2013 to 5.7 in 2014 and 6.8 in 2015, with some banks increasing by more than two points in that two-year time period.

The success of the Dutch Finance Guide in encouraging banks to consider the impact of their investments on people and the environment has led to coalitions of civil society organisations in several other countries launching similar guides under the umbrella of the Fair Finance Guide International (FFGI) network. Oxfam Novib initiated the FFGI in 2014, and by December 2015 there were fully functional Fair Finance Guides assessing the banks and informing the public in seven countries: Belgium, Brazil, France, Indonesia, Japan, Netherlands and Sweden. Germany was added on 1 April 2016. See FFGI's website: www.fairfinanceguide.org. In every country, a national coalition brings together civil society groups with expertise in areas relevant to monitoring and assessing the financial sector, often including development and human rights organisations, research institutions, labour unions, environmental groups and consumer organisations.

The goal of the FFG is to motivate banks to become (more) sustainable. The Fair Finance Guides call on the public to encourage banks to show improvements. Sometimes members of the coalitions call on the government to improve legislation and regulation. At other times the FFGI members work with banks directly, giving feedback on draft policy papers, organising joint learning sessions, and engaging in development of covenants.

The main FFG activities are: yearly assessment and scoring of the banks' policies on a variety of themes and sectors, with all countries using the same methodology and a common set of criteria; a comparison of policies with practice through empirical case studies at national level; organisation of media pressure by publishing the scores of banks and involving consumers through the website, campaigning and stimulating them to put pressure on their bank; and a yearly joint case study of all national FFGs together on a specific theme.

Results
Although most FFG coalitions have been active for just one year now, concrete results are already being achieved. In 2015 we had over 400,000 unique visitors on our websites; almost 27,000 people took action towards their bank by sending a compliment or complaint. We had more than 500 publications in the media. In the various countries, several national newspapers, TV and radio stations covered the policy updates and case studies. For example the French national newspaper Le Figaro covered the climate change report in France and the Dutch TV station RTL News covered the case study on commitments and progress of the Dutch banks.

In 2015 Oxfam Novib invested in further development of the international network: a coalition was formed in Denmark, which participated together with the existing seven FFG countries in a joint case study on bank investments in fossil fuels and renewable energy sources. FFG coalitions were also formed in Norway and Germany, and a baseline study on German bank policies was launched in March 2016: www.fairfinanceguide.de. Oxfam Novib started preparations for a FFG in South East Asia, investing in a feasibility study followed by a workshop in Bangkok with various stakeholders from different parts of the region; following up on that workshop, a programme proposal on Fair Finance Asia is being developed. And more countries are showing interest to join: in 2016 further exploration is foreseen in India, South Africa and Turkey.

Oxfam Novib also ventures into other parts of the financial sector. It supported a specialised NGO in the UK to test the possibilities of a FFG-based assessment of the integration of ESG criteria in the policies of pension funds, resulting in a research report (http://shareaction.org/wp-content/uploads/2016/03/UKPensionsSurvey2015.pdf) that will serve as a basis for further development of the FFG on pension funds in 2016.

Case: joint Climate Flagship Study
After the joint case study (also referred to as the flagship study) on transparency in 2014, the FFGI network developed the Climate Flagship Study in 2015 – see http://fairfinanceguide.org/ffg-international/flagship-studies/. The backbone report was launched simultaneously by all national coalitions on the same day, less than a month before the beginning of the COP21, and analyses 75 financial institutions worldwide. The main conclusion is that the world's top banks invest over nine times more in fossil fuels than in renewable energy. On a national level the launch was often combined with a campaign targeting the banks that invested most in fossil fuels. This combination of report and public pressure, thanks to the media coverage and public campaigning, resulted in various commitments from banks. ING in the Netherlands announced it would stop new investments in fossil fuels, and the French bank Natixis even committed to end all investments in coal worldwide. The Swedish bank Handelsbanken declared an end to coal investments in their mutual fund.

2.2.1.2 MDG 7A; Safeguards for a sustainable living environment

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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	11	10	23	28	19	24	2	8
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	15	8	29	21	67	16	84	12
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	3	36						

The outcome results of this theme received an enormous boost from the work of the Oxfam GROW campaign, to which Oxfam Novib is a main contributor. Also the Behind the Brands campaign addressed the role the ten largest food and beverage companies can play to combat climate change. Oxfam Novib colleagues on the Pan African Team made possible the second Pan African Parliamentary Summit on Climate Change.

Women Food Climate Campaign and COP 21

Oxfam Novib was a key driver of the Pan African country-led Women Food Climate (WFC) campaign in October 2015, coordinating and funding a research paper and video (viewed by almost seven million people and reaching 19 African countries) and other campaign materials, and taking a leading role in rolling out the campaign. The campaign materials supported the joint preparation towards COP 21 by Oxfam, local partners and national governments in Zimbabwe, Uganda and Malawi.

At a national level, the campaign sparked interest from the Ministries of Gender in Zimbabwe and Malawi, and in Malawi there is a commitment from the Ministry to launch a national climate policy. The campaign led to powerful media coverage and political support in Uganda, where the video was shown followed by a live TV debate with ministers. Ugandan politicians signed the petition and our advocacy helped support the Parliamentary Commission on Agriculture to link agricultural investments to climate change adaptation.

Oxfam was successful in illustrating the impacts on and needs of developing country farmers, especially by facilitating Ipaishe, a Zimbabwean farmer, to be present at the COP in Paris. Ipaishe is also a partner in Oxfam's programmatic work in Zimbabwe and features in the WFC video, illustrating how an international voice is given to local actors. Ipaishe handed a 1.3 million signature petition from several international and regional Oxfam climate campaigns – including WFC – to the French president, Francois Hollande, calling for the most vulnerable to be put first in Paris. Ipaishe was interviewed by journalists and joined side events.

Behind the Brands

Oxfam Novib is a key driver of Oxfam's Behind the Brands campaign, wherein the top ten food and beverage (F&B) companies in the world are assessed, ranked and engaged on their agricultural sourcing policies to stimulate a race to the top on sustainability. The F&B industry is culpable in creating climate change and has not done enough to address the issue, either in their own operations or in their supply chains, or by standing up in favour of strong climate policies at the national and global levels, to the detriment of smallholder agriculture and local food security.

In 2014 and 2015, the Behind the Brands campaign focused on pushing the companies – in particular, General Mills and Kellogg's (two laggards) – to step up and take bold action on tackling climate change. Oxfam pushed companies to take on commitments that help build a climate-friendly food system by reducing their own GHG emissions, mandating that their suppliers set clear targets to reduce their emissions and using their influence to advocate at the global and national levels for government-based solutions to address climate change in the run-up to the Paris COP21. Within 2.5 months, General Mills and Kellogg's committed to Oxfam's asks in terms of measuring and disclosing emissions and exposure to deforestation, committing to set science-based reduction targets for their supply chain emissions by December 2015 and advocating for urgent action to stop climate change. The climate roadmap and commitments from General Mills and Kellogg's are shared on the campaign website.

The wider "insider and outsider" advocacy toward the rest of the "Big 10" F&B companies led to deep, critical but constructive engagement on the climate commitments that companies put out in the months before the COP21 to ensure their commitments were robust, science-based and meaningful in meeting the target of limiting the increase in average world temperature to less than 1.5°C relative to preindustrial levels, as well as ensuring the commitments meet the needs of small-scale farmers and communities in their supply chains. Oxfam was the key driver behind a sector-wide statement signed by F&B companies and launched on October 1st in Washington DC. Oxfam also organised an executive roundtable in which three Oxfam executive directors and the executive director of Oxfam international, Winnie Byanyima, met on the sidelines of the Paris COP with senior executives from eight of the Behind the Brands companies to discuss sustainability trends and challenges in the sector. High-level convening power continues to demonstrate the success of Oxfam and Behind the Brands as a thought leader in the field of sustainable agricultural value chains. We engaged with senior representatives from seven out of the ten companies on a number of key issues, including driving systemic change in the global food chain, the overall state-of-play at the conference, as well as holistic leadership on mitigation, resilience, and advocacy at the COP and beyond.

The second Pan African Parliamentary Summit on Climate Change: 10th to 13th November 2015

The Oxfam Novib Pan Africa Programme funded and coordinated the second African Parliamentarians Summit on Climate Policy, from 10th to 13th November 2015, under the theme *"Towards a common position on climate justice and equity in the New Universal Climate Change Agreement"*. This brought together members of the Kenyan parliament, the Pan African Parliament, the East African Legislative Assembly (EALA), the ECOWAS Parliament, the Inter-Parliamentarians Committee of West African Monetary and Economic Union (IPC-WAMEU) and the Pan-African Parliamentarians' Network on Climate Change (PAPNCC) in Nairobi, Kenya.

The summit's main objective was to come up with a common African position on the new climate change agreement that would be negotiated in Paris. African parliamentarians noted the urgency of reducing global greenhouse gas emissions and meeting the 1.5°C threshold. They were concerned that Africa makes an insignificant contribution to global warming, yet bears the brunt of the negative impacts. This summit of African parliamentarians boosted the strong leadership provided by the Committee of African Heads of State and Governments on Climate Change (CAHOSCC), the African Ministerial Conference on the Environment (AMCEN) and the African Group of Negotiators (AGN) in advocating for an international agreement that is legally binding, equitable, fair, ecologically just and responsive to African realities and aspirations.

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 4   No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	51	75	129	47	69	41	200	191

Performance on outcome and output level:
See 2.1.1.1.4 Agriculture has developed and food security has increased

Conclusion

The lobby and advocacy work of the IMPACT alliance has been in line with the major trends described earlier in this document. We have surpassed all the targets set. This reflects our increased investments in lobby and advocacy.

With small rural producers occupying a leading space in our vision, and taking into account the special situation of women and youth as major force to be developed, the alliance worked to create space for these groups to appeal for important global actors to take into account the right to land and water; the right to the protection of seeds in informal markets; the effects of financial services on investments that threaten the life and security of the poor; and attention to climate change, which especially threatens vulnerable people in the south. The alliance also worked with these global agencies on, for example, value chains and developing alternatives in order to give poor people space in economic development.

Work on the Oxfam Novib GROW campaign, and the Behind the Brands part of that campaign, continued to deliver good results in 2015. The same goes for the Eerlijke Bankwijzer and Fair Finance Guide International. We will continue both campaigns, and the lobbying behind them, in 2016.

Together, Oxfam Novib and SOMO have met all their targets for their contribution to the IMPACT alliance. Oxfam Novib and SOMO successfully submitted a proposal for the Strategic Partnership Samenspraak en Tegenspraak. This means that they will continue working together on international lobby and advocacy, linked to the reality of farmers and other small scale food producers.

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 55   No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level

Outcome IMPACT alliance	Output	Target Output 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
55	# lobbying activities and products that have been organised or developed by IMPACT Alliance in order to persuade decision-makers and opinion leaders in the Netherlands and internationally to invest more money more effectively in education.	2	3	3	3	0	70	1	1

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

Although the IMPACT alliance did not specifically work on mobilising the Dutch public on education, Oxfam Novib does support the Global Campaign for Education Netherlands (GCE-NL). Oxfam Novib co-signed a letter initiated by Dutch youth representatives to UNESCO and addressed to Minister Bussemaker, the Dutch Minister for Education, Culture and Science, calling for high-level representation from the Dutch government at the World Education Forum in South Korea. The letter shows the continued high interest from Dutch youth in calling for investments in education globally, and shows how important it is that we support young people in raising their voice to decision makers. While the minster did not confirm her participation in the World Education Forum, she encouraged Dutch youth to continue to contribute to Dutch education policy and share ideas and suggestions.

2015 presented a huge opportunity to continue calling for quality education, as it was the target year of both the Education for All (EFA) goals and the Millennium Development Goals to which the world had committed in 2000. In light of this, Oxfam Novib contributed to the production and distribution of the magazine 'Eerst naar School!' (1,500 copies produced), which was coordinated and edited by GCE-NL and highlights the successful results of 15 years of Dutch support to education in developing countries. The magazine highlighted Oxfam Novib's successful programme Quality Educators for All. It was distributed, among others, to various Members of Parliament and spread within the networks of GCE-NL's member organisations.

GCE-NL also organised the conference *EFA 2000-2030: Achievements and Challenges for North and South*. Marking the launch of the Global Monitoring Report 2015, this conference united some 60 participants from various sectors including policy makers, teachers, students, and development practitioners. The conference presented the contributions made by The Netherlands and Dutch organisations (including Oxfam Novib) to reaching the EFA goals. Through a number of workshops, the event also explored how the Netherlands and Dutch organisations can be involved in the post-2015 agenda and new EFA Framework. Oxfam Novib initiated a workshop on education and inequality, focusing on the relationship between investments in public education and social and economic inequality.

As a result of the various lobbying activities that Oxfam Novib contributed to, mainly via GCE-NL, the Dutch government in 2015 committed to spending at least 4% of its budget for humanitarian aid on education programmes.

2015 was a critical year in the decision making process for the new global Sustainable Development Goals. Just as in 2014, influencing the political process on both content and strategy was a priority for Oxfam Novib.

Following the proposals for 17 new global development goals by a UN Working Group in 2014, Oxfam's focus was to ensure these goals – which gathered broad support among civil society, governments and others – would be retained. It was particularly important to Oxfam Novib that the stand-alone goals on gender equality, inequality and climate change were retained, as proposed by the UN Working Group. Our advocacy at global level (supporting the Oxfam International Strategy) and at national level focused on supporting these goals as they had been proposed, and organising coalitions that would engage around these thematic priorities. For example, the 59th annual meeting of the UN Commission on the Status of Women presented a key opportunity to advocate in support of a stand-alone gender equality goal and specific targets such as the elimination of violence against women. Oxfam also engaged in promoting the goals on inequality and ending hunger, and developed policy proposals on targets for these goals, for example on economic inequality or community land rights.

The decision making around the SDGs was complemented by political discussions around financing for development including a meeting in Addis Ababa in July 2015. Oxfam Novib, in cooperation with Vice Versa, organised a high-level public debate *Raising the Game – Wie betaalt de nieuwe ontwikkelingsagenda?* in June 2015. The debate was well received and attended by Minister Ploumen and other key stakeholders from civil society, the private sector and think tanks.[11] We also engaged strongly in Oxfam International policy and advocacy on the Addis Ababa financing conference, closely following its developments.[12]

A highlight of Oxfam Novib's engagement on the SDGs was the adoption of the final goals in September 2016. In particular we focused on reaching out to our supporters about the SDGs, providing information and analysis about the new goals.[13] We also launched another public debate with Vice Versa under the motto "The Show Must Go On"[14] to stimulate debate among development professionals and other interested parties.

Performance on outcome and output level:
Under indicator 55 we consider our work on the post-2015 agenda and our Even it Up campaign that advocates for better and fairer taxation for social services such as health and education.

In the Netherlands, CSOs were well engaged in the post-2015 process and Oxfam Novib was one of the leading NGOs, working closely with Partos and its members. As mentioned above, we closely followed the negotiations towards the international conference on financing for development that was held in Ethiopia in July. We focused on advocating on the continued importance of development aid, on the role of the private sector in realising the new sustainable development goals, and on the importance of a fairer global tax system and inclusive tax governance through a UN tax body. In the Netherlands we organised a debate with Minister Ploumen on these topics, and supported the Minister for Development Cooperation to speak out clearly in favour of more inclusive global tax governance during this public event.

Developing countries held firm in Ethiopia on the need to set up an intergovernmental tax body that would give them an equal say in how the global rules on taxation are designed. But they were confronted with too much opposition, mainly by OECD countries. However, it is clear that this ask is not going to go away, and in 2016 we will continue to support this ask at the global level.

Our lobby and advocacy also supported the Dutch government's efforts to launch the Addis tax initiative at the conference. This initiative focuses on capacity building, but also aims to support developing countries in participating in international tax negotiations.

After the conference, our global campaign focus was mainly on the OECD BEPS (Base Erosion and Profit Sharing) package. We gathered information about the likely outcomes of the BEPS package and the involvement of developing countries, and prepared a detailed media response for the publication of the BEPS package on 5 October. This enabled us to clearly communicate that the BEPS package cannot be regarded as a complete solution. Oxfam's position was broadly covered in the Dutch press and *The Economist*. Anticipating this, the OECD itself finally acknowledged explicitly that BEPS did not solve all the corporate tax problems of developing countries and was not set up to serve that purpose. Some of the outcomes of the BEPS package reflect input that Oxfam provided through the BEPS Monitoring Group, notably the option of a simplified yet robust limitation-on-benefits clause against tax treaty abuse that is easier for developing countries to apply.

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[11] http://www.oxfamnovib.nl/perfecte_timing_debat_over_nieuwe_ontwikkelingsdoelen.html
[12] http://www.oxfamnovib.nl/de-3-belangrijkste-onderwerpen-tijdens-de-financing-for-development-top.html and http://www.oxfamnovib.nl/uitkomst-ontwikkelingstop-in-addis-abeba-is-desillusie.html
[13] http://www.oxfamnovib.nl/farah-karimi-opent-academisch-jaar-letteren-faculteit-groningen.html; http://www.oxfamnovib.nl/17-doelen-heel-ambitieus,-maar-ook-realistisch.html
[14] http://www.viceversaonline.nl/the-show-must-go-on/ and http://www.oxfamnovib.nl/debat-gaan-duurzame-ontwikkelingsdoelen-de-wereld-helpen.html

In addition, Oxfam Novib wrote the briefing note "Still broken: Governments must do more to fix the international corporate tax system", which highlighted that the BEPS package fell short on addressing corporate tax havens and international tax competition. Just before the G20 summit in November, this briefing note was published together with other NGOs and received substantial media coverage in many European countries and various other G20 countries, notably Australia and Canada, contributing to a growing international momentum to address corporate tax havens.

In December, together with ActionAid and EPSU, Oxfam wrote a letter to the European Commission to provide constructive input on the EU Anti-Tax Avoidance Directive at an early stage. Although our input was not reflected in the EC's proposal, it did help to establish Oxfam as a key stakeholder for the implementation of the BEPS package in the EU, especially regarding the elements that will also benefit developing countries.

Furthermore, Oxfam Novib successfully advocated for a public register of ultimate beneficial owners of Dutch legal persons. In July 2015, together with the Financial Transparency Coalition and Tax Justice NL, Oxfam Novib published an influential op-ed in the *Financieele Dagblad* countering myths about a public register and emphasising that a public register would help civil society and journalists in developing countries to address corruption. This was followed by a meeting with the Dutch Ministry of Finance, together with Transparency International NL and Tax Justice NL. In February 2016, the Dutch government announced that it would set up a public register, in part using our argument that this is easier to implement.

Oxfam Novib also continued its participation in the EC's expert group on automatic exchange of financial account information. Using input from Oxfam, the Dutch SP delegation in parliament asked questions about setting up a multilateral system of exchange that also works for developing countries. In response, the Dutch state secretary of finance committed to automatically exchange Dutch account information with all countries that join the Multilateral Competent Authority Agreement (MCAA) and meet the minimum requirements, and stimulate other countries to do the same.

Finally, speakers from Oxfam Novib participated in a range of events to highlight the relevance of a better global tax system for developing countries among relevant audiences, such as an ICAEW seminar in Brussels, the award ceremony of the Dutch CSR Transparency Benchmark, and a PwC master class for Dutch financial sector tax experts.

2.2.2.1.2 Improved quality of education

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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	10	35	24	12	8	9	17	13
	# Southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	1	31						
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	0	27						

Performance on outcome and output level:
The IMPACT alliance has been successful in lobby work around education in Southern countries such as Mali, Afghanistan and Palestine. For more information, this section is already covered under chapter 2.1.

2.2.2.2 MDG 4,5,6: Health

2.2.2.2.1 Better availability of preventive measures, treatment and/or care
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 IMPACT alliance	Output	Target Output 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	7	8	11	9	3	0	1	0
25	# Dutch citizens that have been mobilised by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.	1250	0	16	2	1	0	0	1
	# 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.	3	0						

Performance on outcome and output level:
Please see page 31 for further information on OI 24. As explained in the previous section on education, Oxfam Novib in 2012 decided to focus on the GROW campaign, which has resulted in no Dutch citizens being reached under OI 25 on SRH.

Conclusion

The work that the IMPACT alliance is doing has changed since the original OIs were developed. Although there is still some education advocacy being done through the alliance's partner GCE, influencing work by the alliance has focused on the inequality debate and ensuring tax justice. In the Southern countries the exciting development has been in our youth work, where youth themselves have become involved in speaking to the public and decision makers in order to influence within their schools and communities and change the laws that affect them. This is a development that we will build upon in the years to come.

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 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
34	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	6	2	21	14	17	36	32	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.	2	2						

Performance on outcome and output level:
The lobby work to achieve improved civilian protection by governments and international organisations and advocate for UNSCR 1325 is partly carried out by Oxfam Novib and the Oxfam confederation through the Oxfam Rights in Crisis campaign. No other IMPACT Alliance member is working on this theme in terms of lobby and advocacy. The outputs and outcomes set have been achieved. 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'.

Influencing work on UNSCR 1325 in the context of the Oxfam Rights in Crisis work gained increased momentum during 2015 with the creation of a dedicated women, peace and security policy group. This is partly a result of successful Oxfam lobby activities that took place around the UNSCR High Level Review on UN resolution 1325 in October 2015. Oxfam will be building on this work to engage with country offices across the globe in developing local-to-global advocacy strategies on women, peace and security.

For Oxfam Novib, the implementation and further development of the Dutch National Action Plan on UNSCR 1325 is a key priority. As such, Oxfam Novib has been actively involved in the development of the 3rd Dutch National Action Plan on UNSCR 1325 (2016-2019). Going forward, we will be taking a key role in the development of relevant country strategies under the new National Action Plan.
Under the Bayan programme (meaning 'to express oneself', which falls under the framework of the Dutch National Action Plan as above), influencing work has taken place to link national to international strategies on women, peace and security in Afghanistan. In September/October 2015, a series of international outreach and influencing events took place with a delegation of consortium and local partners under the Bayan programme. These included a debate on "Women, Peace and Security in Afghanistan: Success or Stalled Agenda?" co-hosted by the Permanent Mission of the Netherlands, NATO and the European Network of NGOs in Afghanistan (ENNA). The event addressed both the challenges and opportunities of inclusive security, inclusive peace building and women's political participation in general. Other events included meetings with the European Parliament Delegation for Relations with Afghanistan, a debate hosted by the Dutch Afghanistan Platform in The Hague and visits to the Dutch Parliament and Dutch police to engage on the topic of gender responsive security sector development.

As we continue to deepen our understanding of work on UNSCR 1325 and the women, peace and security agenda in conflict and fragile contexts, a central learning point links to the importance of clearly differentiating between women, peace and security stand-alone projects and a more holistic approach to understanding and addressing the gendered dimensions of conflict. While both need to prioritise an inclusive approach to ensure

impact and sustainability, a gender, peace and security approach is crucial in understanding conflict dynamics in terms of root causes, impacts and conflict transformation approaches. A clear leaning emerging from current discourse is that looking at the preventing violent extremism agenda through a gender, peace and security lens is going to be increasingly significant for Oxfam Novib's work in conflict and fragile contexts. Moreover, there is significant potential for Oxfam to further sharpen overall conflict transformation strategies through the further development and implementation of gendered conflict analysis tools and approaches at programming level.

The situation in Yemen is among the worst humanitarian crises in the world to go largely forgotten. Civilian targets including markets, grain warehouses, ports and displaced persons camps have been bombed by the conflict parties, including the coalition led by the Kingdom of Saudi Arabia (KSA). It is therefore critical that international governments, including the Dutch government, stop the supply of arms to conflict parties (in the case of the Dutch government, to the KSA-led coalition) and use their influence to push for an immediate and permanent ceasefire, so that vital humanitarian assistance can be delivered to the people in Yemen. The Oxfam Novib/*Campagne Tegen Wapenhandel* report 'Yemen Needs Peace, Not Arms' was published for this purpose. This report contributed to an adopted parliamentary motion which stated that the Dutch government will investigate all Dutch arms exports to the KSA-led coalition and investigate if Dutch arms are used in the war in Yemen. In March 2016 the Dutch parliament voted to call on the government to halt weapon exports to Saudi Arabia, citing ongoing violations of humanitarian law in Yemen. NGO advocacy likely contributed to this vote. Whilst the Dutch government was not exporting large quantities of arms to KSA, the vote is important because it serves to add pressure on the UK government, one of main arms suppliers for KSA, according to British media source The Independent. This vote received wide international media pickup, increasing its significance as demonstrating a change in Europe's views towards KSA.

With regard to Somalia, in 2015 Oxfam together with World Vision, Somalia NGO Consortium and others successfully influenced the United Nations Security Council Resolution 2232 regarding the mandate renewals of UNSOM and AMISOM. Through collective NGO influencing positive texts were added on the need for reconciliation, need to tackle sexual violence, need to scale up national humanitarian capacity, keeping humanitarian supply routes open, and inclusion of the Somali public in decision making. Oxfam Novib was also pleased that following four years of advocacy, July 2015 finally saw the operationalisation of the AMISOM civilian casualties tracking cell.

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 33   No. of partner organisations that can show through cases to be able to express the voice of civilians in conflict areas in the international debate about conflicts and the quality of the (inter)national assistance.

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
33	# innovative methods developed by the IMPACT alliance and used to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	1	2	27	17	20	22	15	14

Performance on outcome and output level:

Oxfam Novib and its partners are working at the international level to raise the voice of civilians affected by conflicts and disasters. The output for 2015 (1) is according to planning. The target outcome for 2015 had already been reached in 2014. 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 2015, European publics and politicians were preoccupied by the European refugee and migration crisis. In response, Oxfam Novib invested heavily in Oxfam's influencing capacities to uphold international refugee and human rights laws, as well as the European Union's founding ideals of human dignity and solidarity. Oxfam also started a humanitarian programme in Greece to respond to pressing humanitarian needs in the absence of an effective response by duty bearers. For details on Oxfam Novib's influencing work on migration see the case below.

In 2015, the Dutch government launched a €570 million Dutch Relief Fund during the presentation of the 2015 budget. The money is available through 2017 and supplements the annual Dutch MFA humanitarian budget of circa €210 million. Until 2015 a small percentage of Dutch humanitarian funding was channelled through Dutch NGOs (approximately 4%). Dutch humanitarian funding was mainly channelled through the UN. The Platform Humanitarian Action (PHA), which includes Oxfam Novib, had advocated for years for a more diverse (and thus more effective) channelling of humanitarian funds. The Dutch Relief Fund allocates €40 million/year to be channelled through NGOs (i.e. the Dutch Relief Alliance). This is a major policy change implemented by the Dutch government and strongly complimented by the *Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie* (IOB) in her Dutch Relief Evaluation (2016). In February 2016, the Dutch parliament voted to continue long-term support to the Dutch Relief Alliance. The IOB report demonstrating the effectiveness of humanitarian assistance through NGOs and advocacy by the PHA arguably contributed to this vote.

With regard to Syria, Oxfam Novib worked to ensure that the humanitarian crisis in that country and the region would stay high on the Dutch public and political agenda. We kept parliamentarians up to date with the Syria Fair Share Analyses and the report 'Right to a Future'. The Fair Share Analyses have shown that while the Dutch government is among the more generous states when it comes to financial support for Syria and the region, the number of resettled refugees is still far too low. A positive result is that both NGOs and the Dutch government are using the Fair Share Analyses to track whether countries follow through on their commitments. During a parliamentary debate on humanitarian aid in February 2016, Minister Ploumen stated that her Ministry uses the Oxfam Fair Share Analysis[15] in response to a question of whether a track system existed.

Another important development is that financial support pledged by the Dutch at the London donor conference in February is not only for immediate humanitarian aid, but also very much focused on longer-term education and livelihoods support; this had been a consistent advocacy point of Oxfam and other NGOs. To enable Syrian voices to be heard at this conference, Oxfam Novib facilitated the participation of a representative of *Syrische Vrijwilligers Nederland* to attend the NGO segment and blog about his experiences. For the five-year anniversary of the Syrian conflict in March 2016, Oxfam Novib created a photo-story about a Syrian refugee in the Netherlands and his family in Lebanon, again to raise the voice of ordinary Syrians and show the people behind the statistics.

An important role of Oxfam's global advocacy and campaigns strategy is reforming the international humanitarian response architecture so that more women, men, and children affected by natural and manmade disasters have their rights to protection and humanitarian assistance met through more nationally/locally-led humanitarian interventions. Research shows that such interventions are quicker, cheaper and more appropriate to the context. It is very concerning that between 2009 and 2013, direct humanitarian funding from international donors to national NGOs represented just 0.2% of total international humanitarian aid. This shocking statistic makes clear that, without access to financial resources, leadership over humanitarian response cannot be exercised where it should be: in the hands of the people most affected by crisis. Oxfam, as a member of the Charter for Change (an initiative to support the localisation of humanitarian aid, which includes over 100 national and local organisations from 37 countries) has committed that by May 2018 at least 20% of its humanitarian funding will be passed to southern based NGOs. Of course, Oxfam wants to see donors, including the Dutch government, adopt ambitious targets as well; Oxfam is calling for 10% by 2018. The Dutch government acknowledges the importance of local actors in humanitarian response, but is not a frontrunner in promoting this local leadership agenda. Oxfam Novib's efforts have therefore concentrated on the provision of evidence demonstrating why local actors can and should provide an effective response.

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[15] The Minister stated, '*daar hebben we de goeie fair shares van Oxfam voor. Daar kijken we naar en we varen daarop*'.

Together with METTA, one of the most influential national NGOs in Myanmar (whose capacity Oxfam Novib – with support from the Dutch MFA – had successfully built up), Oxfam Novib urged Dutch policy makers (i.e. MFA, selected MPs) to recognise the importance of local actors in humanitarian response and the need for stronger partnerships between international and local actors, focusing on strengthening local capacity. In the run-up to the Dutch Humanitarian Summit and parliamentary debate, Oxfam Novib and METTA published an op-ed in NRC on the subject. In January and April 2015, and in January 2016, Oxfam Novib and the Dutch Platform for Humanitarian Action (PHA) urged MPs and the Dutch government to support and promote local leadership and place it high on the World Humanitarian Summit agenda. Supported by the IOB evaluation on Dutch humanitarian aid, which stressed the need for a strong local role in humanitarian response and more direct funding, several MPs (PvdA, CDA, SP, ChristenUnie) quoted PHA advocacy materials. Following the debates, Minister Ploumen promised to investigate – through the START fund – how to support local actors directly.

In Burundi, the announcement of President Pierre Nkurunziza's candidacy for a controversial third term in office in April 2015 sparked mass protests and violence. The Burundi police were accused of using excessive violence in subduing demonstrations, during which a number of people were killed. Oxfam Novib wrote a letter to Minister Ploumen to urge the government – taking into account the serious human rights abuses committed by the police – to suspend the security sector reform (police and army) programme. Already in 2014 Oxfam Novib had questioned the effectiveness of this programme due to serious human rights abuses committed by the security forces. Constructive meetings were held at the Ministry to exchange information and to urge the government to suspend the programme and protect independent media. The Minister decided in mid-April 2015 to suspend Dutch support to the police and army reform programme in Burundi.

At the international level, through Oxfam Novib's Peace Beyond Borders programme, Oxfam has been leading advocacy towards international actors (AU, UN, EU) on the crisis in Burundi by providing information briefs that helped international actors to push strongly for resolution of the Burundi crisis and respect for the Arusha Peace Agreement. For example, in the case of the UN Security Council, Oxfam received feedback on several occasions that the briefings provided helped representatives to make the case for stronger action and statements from the member states. This culminated in strong AU Peace and Security Council and UN Security Council statements on Burundi in October and November 2015, which were then used as a basis to promote actions. A number of Oxfam recommendations were directly identifiable in the statements.

In Nigeria, Oxfam advocated for more international attention to the conflicts in the north east. Moreover, Oxfam worked to increase protection for conflict-affected communities through capacity building with duty bearers, NGOs and CBOs to encourage and support them to put protection first and ensure a principled, safe, dignified, impartial and gender-responsive humanitarian response. Oxfam sought to give voice to affected populations, through strengthening existing community groups to support them to negotiate their own safety and have their ideas heard by decision-makers; provision of information to communities and individuals to help them make informed decisions about their safety; and mainstreaming protection throughout the response to ensure that the most vulnerable were targeted and that activities were adapted to meet specific needs as well as providing specific assistance to help women protect themselves from and recover from the effects of violence. Oxfam supported the strengthening of sub-national humanitarian coordination by facilitating capacity building for state actors, NGOs and CBO as well as provision of resources for meetings and a secretariat.

In Afghanistan and Pakistan, Oxfam Novib is carrying out the Citizens First programme. This programme seeks to contribute to human security and good governance by strengthening the social contract between state and society. This is primarily done by enhancing civil society capacity for evidence-based advocacy to be utilised for constructive engagement with the government. Using the innovative Sprockler methodology,[16] 154 stories were collected (using a smartphone app, website or on paper) to gauge outcome level changes achieved. These stories are available online.[17] Overall, the stories demonstrate positive results, especially at the local (district) level. It is remarkable to see the high number of requests (mostly related to access to basic services) made by the communities, and also the number of positive and fast responses by the government. Stakeholders feel hopeful and trust in the government has increased. Many requests submitted to the government are based on evidence and community consultations. In Pakistan the local level results are very impressive. Community groups have consulted their communities extensively, made concrete requests, and received quick responses from the government, most often by committing budget or resources. Since policy level decision making takes place primarily at the provincial level, the programme will also stimulate provincial level policy change in 2016. This will be done by focusing on provincial level alliance building among CSOs.

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[16] Sprockler is a methodology and online tool for collection of quantitative and qualitative data in an accessible manner. Stakeholders are asked to tell their story and to give meaning to their own experience (story). This is followed with questions that concern their story and provide additional information that is quantifiable.

[17] See http://www.sprockler.com/Oxfam/citizensfirst/index.php

When considering the fragile security situation in Afghanistan it is impressive that a significant number of local communities and partner organisations have been able to strengthen their capacity to hold relevant authorities accountable. Compared to Pakistan, the stories demonstrate that stakeholders express slightly more frustration, since the government is centralised and requests are often handed to a higher government level. As a result, more informal dialogues with the government take place, and alternative community initiatives are explored. At the same time, the collected stories show that communities and partners were able to create demonstrable public support, participate in decision making processes at local level, introduce alternative approaches and participate in dialogues with the local authorities. These are clear indicators that important progress is being made. The project will therefore continue to focus on holding the government accountable at all levels for improved service delivery.

In OPT/I, Oxfam's partner Yesh Din contributed to an impressive result, namely that in 2014 no new outposts – settlements illegal under international law – were created, despite several attempts to do so. This success has to do with the Israeli High Court of Justice taking an adamant stance against trespass and theft of private property, even under the auspices of state bodies. As a result of this change in tactics, today there are shifts to use public lands rather than privately owned lands in Area C to support settlement construction and expansion. This adds to an observed increase in the effectiveness of international advocacy activities towards European actors (for example, in language contributed by Oxfam on international humanitarian and human rights laws for July's Foreign Affairs Council, or in the publication of a clear position on EU funding beyond the Green Line, which enabled direct dialogue with European states on the role of third state responsibility).

In conclusion, the advocacy and campaigning work carried out in 2015 on improved civilian protection and raising the voices of civilians affected by crisis is in line with expectations. A huge amount of effort has been put in both by partners and Oxfam Novib to highlight the plight of civilians in crisis and those forced to flee their homes, and to influence positively the behaviour of duty bearers to uphold human rights, international humanitarian law and refugee rights. It is rewarding to see duty bearers use Oxfam information and advocacy products to inform their position, but we recognise that this is only one of many steps needed to affect change on the ground. In 2016, Oxfam Novib will invest in stronger monitoring, evaluation and learning to measure outcome level changes in conflict-affected and fragile contexts, using innovative methodologies such as Sprockler.

CASE: Responding to the European Refugee Crisis
Oxfam Novib began working on Migration and Refugee Protection in/around Europe in mid-2015 in response to the humanitarian crisis unfolding along Europe's borders. Refugee protection in/around Europe is a new issue for Oxfam Novib, although we have decades of experience working with forcibly displaced people in developing countries, and we were one of the first organisations in the Netherlands to target diaspora organisations and start capacity building tailored to the needs of migrants. Since the late 1990s, Oxfam Novib has been active in the field of 'migration and development' and has worked with diaspora organisations.
Oxfam Novib, working together with key partners including Oxfam Italy and Oxfam Spain, was heavily involved in shaping the Oxfam confederation's influencing strategy on migration and refugee protection, including the protection and advocacy strategy for Oxfam and partners' programmes in Greece, Macedonia, Serbia and Italy. We have also sought to position ourselves on this topic towards the public, politicians and the development sector in the Netherlands. In autumn 2015 Oxfam Novib and Amnesty launched a joint public petition on 'safe passages' and presented 70,000 signatures to the government. We also played an important role in getting a parliamentary motion adopted which called on the government to dedicate sufficient funding for new asylum seekers from sources outside of Official Development Assistance (ODA).
To strengthen our voice, a group of Dutch NGOs including Oxfam Novib, Amnesty and PAX decided to collaborate on the refugee crisis and launch a public awareness campaign to welcome refugees. Oxfam Novib is playing an active role in the development of this campaign, which will be launched in June 2016. With seven partners from the same coalition, Oxfam Novib reacted through an open letter to plans from the Dutch Labour Party (Plan Samson) to send refugees arriving in Greece back to Turkey, which in turn resulted in a meeting with the Labour leader. Following this joint action Oxfam Novib has continued to play an informal convening and leadership role behind the scenes. In the run-up to the March European Council meeting where the EU-Turkey deal was agreed, Oxfam Novib played a key role in the development of joint NGO media work, which received mass media pickup.
To engage the public, Oxfam Novib organised debates on migration and refugee protection during the IDFA Film Festival and in Humanity House, as well as an offline/online debate with Vice Versa. At the end of 2015 Oxfam Novib started a digital campaign on Facebook to showcase and highlight 'small initiatives' undertaken by citizens across the Netherlands to welcome refugees (#welkomelingen). Some of these #welkomelingen videos attracted a lot of interest, helping to build the Oxfam Novib supporter base on Facebook. It was positive that, in particular, people who were not yet supporters of Oxfam Novib engaged and interacted with these videos. One video went viral, reaching 95,000 people. Finally, Oxfam Novib carried out an emergency fundraising appeal for Greece, raising approximately €450,000.

Conclusion

Looking back over the five year period, the IMPACT Alliance can be very proud that we have, in part through Oxfam, been able to raise the voices of conflict-affected peoples and inform key decision makers of their rights, demands and needs. We have successfully done this in many places including Afghanistan, Burundi, DRC, OPT/I, South Sudan, Somalia, Sudan (Darfur), Syria and Yemen.

At the same time, as a campaigning organisation, it is our responsibility to remind policy makers around the globe that international humanitarian, human rights and refugee laws apply to all, and hold them accountable. Over the last five years our results have been mixed. Most often our achievements are on a tactical or operational level (e.g. influencing donors to hold conflict parties accountable over destruction of aid projects; strengthening the protection mandate of a peacekeeping mission), while at a strategic, geopolitical level we cannot but conclude that as conflict and instability take place nearer to the West (e.g. conflicts in Syria and Iraq; refugees flows to Europe) or Western interests (e.g. piracy), international laws have been increasingly flaunted since the start of MFS2. Moreover, concerns about stability have trumped attention for fundamental rights. In this regard we can only be partially satisfied with the lobby and advocacy results achieved during the course of MFS2. The target outcomes have all been achieved, often already before 2015.

In the future Oxfam Novib must become more strategic in (supporting our partners) to ensure that fundamental rights are upheld during times of crisis. We and our partners must better understand the interests and fears that move decision makers and obtain better access to influence such individuals. This means broadening our alliances and partners, and strengthening our power analysis. Moreover it means strengthening rights-based civil society actors working on conflict and fragility issues in emerging powers.

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 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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013//2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
42	# lobby initiatives in which the right to free association / space for civil society is being defended	16	27	151	172	57	48	68	20
	# organisations involved in citizen dialogues in favor of space for civil society	80	53						
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	11	28						

Performance on outcome and output level:

Shrinking **civil society space is establishing itself as a lasting trend** and becoming "the new normal" after a honeymoon period in the 1990s and early 2000s following the Cold War. Over the course of MFSII, Oxfam Novib and partners have increasingly sought new ways to respond to this, investing in better **understanding** the trend, **protecting** space as much as possible, **adapting** programmes where needed, and continuing to invest in **strengthening** local civil society and creating new participation spaces for civil society.

Member organisations of the IMPACT alliance ourselves face ongoing challenges in operating in limited space for civil society, especially when taking up sensitive issues. Examples include alliance member HIRDA, fighting for women's rights in a far from enabling environment in Somalia. For HIRDA, it was key to create safe spaces for women to get together and share stories and experiences; take a long-term approach in creating change; and work with a combination of women activists, women CBO leaders, local leaders and elders.

During the five years of MFSII, we have faced continuous and newly emerging threats and challenges to civic space, for example in South Sudan and Cambodia. We have learned the importance of addressing from the start, and in a sustained way, possible legal threats regarding space for civil society. Strong and long-term civil society presence and advocacy from the beginning offers the best chance of preventing emerging threats. In this spirit, at the end of MFSII and at the outset of the new Strategic Partnership, we are in the process of developing a global influencing strategy on civil society space, working closely with countries affected.

During the reporting period, significant effort was invested in civil society space especially in the Middle East and Mekong, where we held a regional learning event on the topic. One important **learning** was that strategies need to be tailor made, carefully assessing the risks that any international public advocacy could pose to space for local actors in the countries. Cambodia and Vietnam illustrate two possible ways of approaching advocacy on the issue (see cases below).

In addition, with establishing a **new dedicated team on civil society space at Oxfam Novib**, we have started to step up our engagement in **global dynamics on civil society space**, working closely with other Oxfam affiliates. For example, we hosted and participated in several sessions on civil society space during the annual global summit of the Open Government Partnership (OGP) in October 2015, in collaboration with local partners from Kenya and the CSO department of the Dutch Ministry of Foreign Affairs. At the "Afrikadag" in the Netherlands, we held a well frequented discussion panel on how, in a context of increasingly shrinking space for civil society organisations, consumer activism can be a powerful way to hold private sector companies to account. We have also joined other development and human rights organisations for a reflection on a joint response to shrinking civil society space, an initiative led by CIVICUS and Human Rights Watch (see also chapter 2.1.4, outcome 42).

CASE: SPACE FOR CIVIL SOCIETY IN CAMBODIA AND VIETNAM

CAMBODIA

Cambodian law and international agreements protect citizens' right to freedom of assembly, fair trial, and expression. CSOs play a significant role in providing public services in Cambodian society, due to weak state institutions and a high incidence of corruption. Nevertheless, civic space is chilled by arbitrary restrictions to freedom of speech and assembly, as well as impunity around excessive use of force by government officials acting against civil society organisations. CSOs who ignore restrictions are often faced with violence and arrest.

The efforts of the Cambodian government to legally organise the operation and activities of CSOs have faced very strong resistance. Since 2014, government and civil society actors have clashed, resulting in mobilisation of citizens and protests met with heavy repression. There is growing concern that the government of Cambodia is applying pressure and intimidation on people in the communities CSOs work with, and also directly on CSOs and their staff. This is particularly an issue where NGOs are conducting activities relating to the protection of land rights of the poorest, natural resources management, and the promotion of the freedoms of expression, assembly and association. In July 2015, a highly restrictive Law of Association and NGOs ("LANGO") passed, damaging CSOs' ability to work effectively through draconian restrictions on freedom of assembly, expression and association. Despite efforts to shrink civic space, however, demonstrations protesting highly sensitive issues persist.

Against this background Oxfam in Cambodia, partners CCC and NGO Forum and Oxfam America joined forces with other local and international actors to develop an advocacy strategy on the proposed LANGO, working on three parallel tracks: a public campaign, #StopandConsult, which was instrumental in building both internal and international pressure on the Cambodian government (it got close to 14,000 Facebook likes); increasing local constituency from e.g. community councils towards political partners; and some international advocacy. Making use of Oxfam's global network and identifying the US as a key influencer, Oxfam America accessed key institutions in the US to conduct advocacy around the law, including by opening doors for key partners to come to the US to conduct advocacy and meet State Department officials. This contributed to the law being less toxic than it could have been.

The buildup of internal and international pressure on the Cambodian government, together with local partners' insider advocacy strategies, achieved the deletion and/or revision of several problematic articles from the Law on Associations and Non-Governmental Organizations (LANGO), including: a mandated cap on administrative expenses that would have affected advocacy-oriented groups; restrictions on who is allowed to found organisations; and impositions of NGO registration requirements on resource-constrained grassroots groups. Language in a few other articles was improved. One revision happened after an ally, State Department Deputy Assistant Secretary Scott Busby, visited Cambodia to raise concerns as the law was being discussed by the Council of Ministers. Another happened as partners sent public letters requesting changes to three Cambodian People's Party (CPP)-dominated National Assembly commissions when they were discussing the law. Despite these improvements, civil society considers LANGO unacceptable. LANGO still includes several provisions which clearly aim to exercise control over citizens' freedoms of expression, association and participation in public life – the government has not met civil society's requests for informed and meaningful consultation.

VIETNAM

In Vietnam, Oxfam aims to contribute towards a more conducive operating space for civil society within a single-party political system. One key pillar of this space is an improved legal framework, including the drafting of a new Law on Associations that would help to realise the right to freedom of association that is guaranteed in Vietnam's constitution. Vietnamese civil society hopes that more progressive laws on associations, access to information, and other issues will provide a clearer and more concrete basis for their efforts in holding the government accountable and effectively participating in the policy-making process.

Focusing on building domestic support for an improved legal framework, Oxfam has played an active role since 2004 in the People's Participation Working Group (PPWG), a network of more than 200 members led by

Vietnamese NGOs advocating for people's rights to participation and good governance. Building on efforts in previous years, in 2015 some critical progress was made, including the completion of several studies to make a basis for advocacy, consultation and submission of recommendations on the draft laws to relevant governmental bodies. Joining PPWG in this process, Oxfam's strategy is to strengthen and support the PPWG chair and other members in claiming civil society space, convening, facilitating and coordinating various stakeholders in advocacy and influencing work. A wide network of CSOs has now been established, and they have worked well together to continue advocating for a progressive Law on Associations.

Oxfam's roles in PPWG and contributions to draft laws have been recognised by partners and the government. While the draft laws have not yet been approved, some of the PPWG's recommendations have been included in the latest draft of the Law on Associations, focusing on increasing citizens' rights of association, limiting procedures on association establishment and registration, and allowing foreigners to participate in associations. In addition, 16 National Assembly deputies commented on the draft Law on Associations at the NA session in October 2015. Eight of them made comments similar to PPWG's recommendations, which focus on the rights of citizens in association and removal of the heavy legal procedure to register and establish associations. Currently, Oxfam is continuing to work with other members of PPWG on advocacy around this law, which is scheduled to be tabled in the National Assembly in November 2016.

(See also updates on South Sudan, Nigeria and Uganda in chapter 2.1.4).

As Oxfam, we can play an important role in aiding organisations to claim and make use of the space they are given, and also to 'create' new space for civil society actors. Especially at the international level, we can fulfil an important linking and convening role, opening doors, strengthening voices and providing access. An example during MFSII was our support to ensure effective opportunities for civil society to engage with the 2015 G20 Summit in Turkey. Oxfam ensured that civil society could effectively influence the summit with a common voice, ensuring that the G20 players took the position of civil society actors into account in ways that could be analysed and measured, increasing transparency and accountability of G20 outcomes.

CASE: C20
Oxfam in Turkey's C20 (Civil 20) project, which took place during the G20 2015 presidency hosted by Turkey, aimed at representing national and international civil society perspectives on inequality, inclusive growth, and sustainable development to the G20 governments. While conducting an inclusive, participatory, and accountable consultation mechanism, the C20 Turkey platform aimed to influence G20 outcomes to promote sustainable and inclusive development outcomes for all around the world.

Through engaging with civil society organisations via various platforms since its presence took off in 2013, Oxfam in Turkey has made a remarkable entry to the Turkish civil society environment within the last two years. An entry point for Oxfam, Turkey's G20 presidency provided an opportunity for national and international civil society organisations to convene on a joint platform, C20 Turkey, and advocate civil society recommendations to the decision makers from around the world. Through intense consultation with civil society organisations, Oxfam in Turkey acted as a convener that brought together 14 national civil society organisations to manage the C20 process and effectively advocate their positions to the G20 governments. In addition to bringing in its own expertise and knowledge in constructing effective advocacy work, Oxfam was able to reach to civil society networks around the world and engage them in the process as the de facto secretariat for the C20. The fundraising opportunities, communication strategy, and effective advocacy methods that were carried out throughout the 18 months under the C20 umbrella were developed by Oxfam in cooperation with other civil society organisations.

By implementing a transparent, inclusive, and effective advocacy platform, the C20 process ensured that G20 decisions were better informed by the perspectives of a wide cross-section of civil society, representing some of the communities most affected by G20 decisions but which are traditionally underrepresented. Through direct engagement with the public officials before, during and after the C20 Summit, C20 Turkey aimed at influencing the G20 outcomes that would lead to sustainable development and a reduction in inequalities worldwide. C20 policy recommendations were presented to the G20 decision makers via various platforms throughout this process.

The C20's analysis of the G20 leaders' statement, plus other supporting policy documents, demonstrates that a number of the issues and policy propositions that the C20 and partners have been advocating on were reflected in the language of the G20's policy commitments. The key C20 recommendations that are reflected in the G20 communiqué included refugee issues, anti-corruption and inclusive growth. In addition to demonstrating G20 countries' willingness to create sustainable policies which seek to tackle these issues, the G20 leaders' statement also contains a number of areas that would benefit from further civil society monitoring to assess country-level performance in these areas.

2.2.4.1.2 Political, administrative and societal checks & balances

Outcome 43   No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights

Outcome IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	13	37	60	68	113	3,895	4,020	640
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	19	50						
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	3	28						
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	3	30						
	# trajectories that monitor the budgets of international institutions and businesses.	4	22						
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	3	38						
	# trajectories that monitor income from mining and the oil industry.	2	25						

Performance on outcome and output level
We take pride in the great successes achieved during the five year period when it comes to our lobby and advocacy underlying OI 43. Success stories include: in Nigeria, during 2013 and 2014, our partners CISLAC, CODEP, NDEBUMOG, WIPNET and ActionAid Nigeria ensured transparency and accountability in the revenues from the extractive industries and the monitoring of the implementation of planned budget allocation; and the Capacity for Research and Advocacy for Fair Taxation (CRAFT) project has contributed greatly to strengthening advocacy activities through the use of research and platform dialogues in, amongst others, Uganda, Mali, Senegal, Nigeria, Niger and Tunisia. In many countries, the first moves towards new tax policies can be seen and country-led CSOs, as well as others, are now involved in further development of initiated policy changes.

Already tangible results are being seen – for example, in Senegal the corporate tax rate was raised from 25 to 30 percent, partly as a result of CRAFT partner Forum Civil formally engaging with the Economic and Social Council.

In 2015, we have seen a strong continuation of lobby efforts by Oxfam Novib and partner organisations around fair taxation and participatory budget allocation, incorporating budget priorities of disadvantaged groups. At the Dutch and international level, we have been active in our work for fair taxation as part of the Oxfam Even it Up! Campaign, which was described in chapter 2.2.2.

In Mali, with the technical and financial support of Oxfam, the National Council of Civil Society (CNSC) has been enabled to engage in the review of the newly designed Strategic Framework for Growth and Poverty Reduction (CSCRP). The CNSC has produced an alternative report from the information collected, containing proposals of civil society, and shared the findings with the Steering Committee of the CSCRP as input for an upcoming review meeting. This helped to integrate the perspectives of civil society in the new version of CSCRP.

In Uganda, Oxfam together with partners engaged in a research activity entitled 'The Fair Tax Monitor.' The research provides a unique evidence-based advocacy tool that identifies the main bottlenecks within the tax system and provides strong evidence for advocacy work. The report recommended key policy options as a result of gaps realised with the Uganda tax administration which can be integrated in our policy work, especially in the Financing for Development project. Amongst others, it was concluded that the government should strengthen its efforts to create synergies amongst all tax administration institutions through the enactment of MOUs, data management linking local governments to the central government database, and smoothening of registration processes.

CASE: Dwindling oil prices means increasing risks for unfair taxation in Nigeria
Nigeria's tax and fiscal policies and practices undermine the fight against inequality as they negatively affect poor and middle class citizens and are not able to raise and allocate the necessary funds for public investment in essential services and poverty reduction. Citizens' voices are structurally excluded from the political processes that shape the tax systems at the local and state levels. As a result, Nigeria's current tax system is a burden for ordinary people and public perception of taxation is extremely negative.

There have been efforts to improve tax administration in Nigeria to generate additional revenue for development, as dwindling oil prices in the global market have affected national revenue and also forced state governments to look inwards to generate more revenue. However, this has led to attendant risks of introducing multiple and unfair tax burdens on people.

In 2015, Oxfam Novib's partner organisation The Civil Society Legislative and Advocacy Centre (CISLAC) continued its work to strengthen local civil society actors in Nigeria to effectively fulfil their roles of watchdog, countervailing power and advocates for the implementation of fair taxation and fair tax projects with their constituencies.

To effectively respond to the new risks arising when it comes to unfair tax policies, CISLAC invested in building further the capacity of civil society activists and members of trade and market associations, especially women, and staff of sub-national revenue authorities on tax justice issues. Moreover, in 16 states, multi-stakeholder tax justice platforms were created, allowing for effective and coordinated advocacy efforts by civil society. As a start, in 2015 the platforms have collected data on taxation, including gaps, rates, etc. The data has been collated at the national level and is aimed to be published, raising awareness of the current situation and advocating opportunities for fair and effective taxation.

2.2.4.1.3 Anti-corruption measures

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 IMPACT alliance	Output	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	9	13	98	66	100	24	9	71
	# 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.	7	10						
	# 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.	5	13						

Performance on outcome and output level:

As stated in chapter 2.1.4, the IMPACT alliance has reached and surpassed the targets set for OI 41. We have seen an initial decrease in the results as a result of a phase out of global partners. On the other hand, over the past two years interesting connections have been made between our national partners and global organisations, such as Bank Information Centre and our partners in Yemen, as well as new organisations being set up to hold governments to account. We can think of our support to vibrant youth movements, such as Y' en A Marre in Senegal and new youth-led organisations such as AJCAD in Mali.

During MFSII, we have experienced once more the important role and added value that we as Oxfam Novib have in playing the role of convener and facilitator, linking the local, national, regional and global level in efforts to influence those in power and hold them to account. An important example during MFSII has been our work at the Pan African level, where we have supported many national and regional civil society organisations to make their voices heard at the African Union – and to hold their national governments to account for implementation of AU decisions through establishing monitoring platforms in various countries.

Our global partner Access Now made efforts towards creating an open and rights-respecting internet which protects free expression. They actively pushed for a more rights-respecting tech sector, especially greater transparency on government requests to telecommunications companies. They have contributed thought leadership by defining key categories of information needed and advocated for greater disclosures by companies. Two highlights are: 1) The Transparency Reporting Index, a one-stop shop for all stakeholders to find and analyse the latest corporate transparency reports – Vodafone, AT&T, Verizon and TeliaSonera used this index and released transparency reports for the first time in 2014, while numerous Southern telcos including MTN (South Africa), Azercel (Azerbaijan) and DTAC (Thailand) were influenced to change practice or account for their actions; and 2) a 24/7 helpline, which provides real-time support to users at risk.

The digital security intervention and support Access Now provides through their 24/7 digital security helpline has been sustained and grown increasingly substantive in 2015, particularly at the grassroots level. The nature of the digital security interventions they provide has changed from retroactive support, fighting digital security vulnerabilities that have already been or are in the process of being exploited, to proactive assistance shoring up existing defences and preventing future attacks. In 2015, 533 cases were handled from activists from 76 countries around the world, and 130 organisations were supported. 58 website protection packages have been provided to users and organisations at risk, and 101 tools deployed in response to the targeted need. Access Now has prioritised its helpline work in support of LGBTQ actors over the last year. They handled 29 cases from 12 countries supporting groups who have been targeted for their gender or sexual identity/expression.

Conclusion

Unlike other programmes with a dedicated campaign, the IMPACT Alliance's ambition for lobby and advocacy in the Right To Be Heard programme five years ago was to strengthen and create spaces for the voice of people and civil society organisations, empowering them to hold those in power to account.

We are proud that, since then, many of our country teams and partners have played an active role in advocacy for an improved regulatory environment for civil society and respect of fundamental civil and political rights underpinning civil society space, and that we are now at the verge of developing an influencing strategy on civil society space working closely with Oxfam's main campaigns. We are also proud that as a result of dedicated programme development efforts, more and more local civil society organisations have taken up the issue of citizen mobilisation for fair tax and budgets in their national level governance programmes.

During the MFSII period, we have seen once more the importance of coordination and joint efforts – strength comes in numbers. Oxfam Novib plays an important role in supporting civil society to create a common agenda, for example in Mozambique and South Sudan, and linking different levels, from the local to the national to the international.

2015 was an important closure in the five-year MFSII programme on the Right to be Heard, further shaping and building momentum in three areas of work which will remain strategic for Oxfam Novib in the coming years: civil society space, inequality and tax, and supporting civil society in the South to influence regional and global decision making processes, in particular in BRICSAMIT and vis-a-vis the African Union. While it is still uncertain whether a C20 will be allowed to take place in China parallel to the G20 next year, the lessons and connections from the C20 mobilisation in Turkey will be carried forward into future work around increasing the space and strengthening the voices of civil society all over the world.

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 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 IMPACT alliance	Outputs	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	17	21	104	60	376	84	92	55
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	13	22						
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	9	22						
	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	3	19						

Performance at outcome and output level:

Concerning the strengthening of women's organisations' capacities (OI 48), the IMPACT alliance has already achieved the target for 2015. The alliance has continued working towards alliance building and creation of networks as a way to strengthen and build the capacity of women's rights organisation to enhance their outreach and impact. Movement building at national, regional and global levels is a key intervention of the Right to an Identity: Gender Justice Programme. More detailed analysis and information for this outcome can be found in section 2.1.5 Programme Right to an identity; 2.1.5.1 MDG 3: Gender; and 2.1.5.1.3 Measures to end violence against women.

Outcome IMPACT alliance	Outputs	Target Outputs 2015	Realised Outputs 2015	Target Outcomes 2011-2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015	Realised Outcomes 2015
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.	1	2	17	13	0	0	0	0
	#global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	3	2						

Performance on outcome and output level:
As reported in previous years, this particular outcome indicator is quite specific as it refers to policy changes that ensure the proper functioning of the UN women's agency, UN Women. The main result the IMPACT alliance was seeking was to secure enough resources and a functioning system for the agency, enabling it to monitor the implementation by governments of human rights frameworks for women. UN Women was established in 2010 and since then, the IMPACT alliance and in particular Oxfam Novib has continuously advocated – together with partners – for national governments (including the Dutch government) and international entities to support its work.

The importance of UN Women in guaranteeing that governments are effectively and systematically called to account for the implementation of international women's rights frameworks is further strengthened by the role it can play in monitoring the achievement of the Sustainable Development Goals (SDGs) and in particular Goal Five on gender equality. In 2015, Oxfam Novib was closely involved in the preparatory work in the run up to the SDG summit. Policy documents, advocacy messages and public events were produced and organised to sustain Oxfam's engagement in the discussion on indicators for the gender goal and all SDGs as the official process to agree the indicators took place. The focus of Oxfam's influencing work was contributing to the design of the SDGs and the identification of gender indicators (not only for Goal Five but for all 17 goals) as they will have a direct impact on national level work. Therefore, our influencing work will continue both at national level, ensuring that national governments effectively implement measures towards the advancement of women's rights and gender equality and, international institutions such as UN Women, set in motion specific mechanism to monitor those governments on the achievement of the SDGs.

Conclusion

In the Programme Right to an Identity: Gender Justice, the IMPACT Alliance has surpassed the results expected regarding increased capacity of women's rights organizations, with again 55 partners with enhanced capacity regarding lobby and advocacy strategies and women's human rights frameworks in 2015. The IMPACT alliance's results concerning UN women have been achieved and our focus has been mostly on working towards strengthening and consolidating our work.

Taken as a whole, the influencing work of the IMPACT alliance in the past year has strived on maintaining existing policies and legislations protecting fundamental women's human rights, which were and still are under high pressure from conservative and repressive forces. Having a strong set of indicators for monitoring the SDGs will ensure a counterbalance to these forces in the form of an accountability mechanism for women's rights and civil society organizations to observe that national governments effectively implement measures towards the advancement of women's rights and gender equality with the support of international institutions such as UN Women setting in motion formal processes to monitor national governments on the achievement of women's right and gender equality.

2.3 Capacity of partner organisations

Oxfam Novib believes that empowered citizens are the driving force of change. Sustainable development and social justice depend on civil society having the strength to act as a check on the power of the state and corporations. Strengthening the capacity of civil society is therefore a key intervention strategy in the work of the IMPACT alliance and is at the core of our way of working with partners. For Oxfam, supporting capacity development starts from existing capacities and then reinforces efforts to extend and retain them. This is a process of transformation of leaders and managers, communities and organisations, from the inside, based on the priorities, policies and desired results they themselves have determined. It can be facilitated and supported, but cannot be driven from the outside.

In 2011 and 2013 Oxfam Novib implemented the "5 Capabilities" (5C) model developed by the European Centre for Development Policy Management (ECDPM) in all the countries where we work. We also used additional tools to assess partners' capacities in specific areas of work (e.g. the RAMON tool for institutional and financial capacities, and HUCAM for humanitarian capacities). In previous reporting periods we experienced difficulty in monitoring and reporting about the effectiveness of our capacity building work in an aggregated manner. The 5C assessment tool that was developed for this purpose proved useful to facilitate a discussion about capacity building with partners, but lost value when aggregating the results of all partners to a global level.

In 2015, we therefore have been exploring different ways of conducting capacity assessments and linking these to the 5C framework. The new version of the tool connects better to the other tools we have for assessing specific aspects of partner capacity. We also now aim to have a link between the active and analytical reflections stimulated by the 5C framework and the practical capacity assessments, both for our partners and for our own strategic purposes. This more flexible approach is also in line with the recommendations outlined in a letter of the Ministry (30 April 2015) and allowed us to collect useful lessons and best practices on how best to develop an interactive but still systematic approach to capacity development and monitoring. The findings will feed into our capacity strategy for the future, where we will continue to be both a resource and a partner for organisations in planning their own development.

In recent years, four topics have been prioritised for capacity building: financial sustainability, MEL, humanitarian capacity building, and lobby and advocacy. The IMPACT Alliance created the capacity, tools and staff to provide hands-on support on these topics to partners, according to the needs and priorities of local organisations, to help our partners to be better prepared for a dynamic operational setting and complex donor environment. Alliance partner SOMO created, for example, a digital work space in which expertise on conducting corporate research can be exchanged among partners. The 1%Club trained 1500 young Kenyan entrepreneurs in ICT, resulting in 40 start-up enterprises from the NaiLab Business Incubation Programme.

Due to the fact that our 5C tool fell short in showing the effectiveness of our capacity building work on a global level, in preparation for this report we took a closer look at the capacity development efforts of 47 partners across four countries: Uganda, South Sudan, Pakistan and Niger. Oxfam Novib sent out a survey to gather information on capacity development efforts and the perception thereof to partners who worked with us under the MFS II in these four countries in 2015. Oxfam Novib has an array of capacity, tools and staff to provide hands-on support on a variety of topics to partners, according to the specific characteristics of the context (country, region, global) and of the organisations involved.

In Uganda, 17 partners responded to our survey regarding capacity development. The chart below displays the main areas on which our partners in Uganda focused their capacity development and to which extent this was realized with Oxfam Novib through the MFS II support. Other funding for capacity development related mainly to the humanitarian response for partners implementing the South Sudanese Refugee response in the West Nile Districts of Adjumani and Arua (main donors including UNICEF, IrishAid).

In general, emphasis was given to building project management skills, enhancing knowledge on planning monitoring and evaluation, and linking organisations in networks, both at national and international level. A great achievement in terms of building capacity on Gender was the creation of a platform for female farmers which participated in the Gender Is My Agenda Campaign (GIMAC) Pre-Summit Consultative Meeting of the African Union in June 2015. Furthermore, Oxfam Novib played a crucial role in building alliances that work towards improved livelihoods by linking partners, local governments and communities.

One partner in Uganda stated: "*Oxfam Novib has supported ESAFF Uganda with funds for advocacy training; this helped in building a strong advocacy movement for small scale farmers. Through Oxfam, ESAFF Uganda has been able to network with other organisations that are also partners with Oxfam. Because of the financial support*

from Oxfam, other donors like the VSF and Norwegian Embassy appreciated the work of ESAFF Uganda and funded us".

Capacity Development of Partners in Uganda
Main areas

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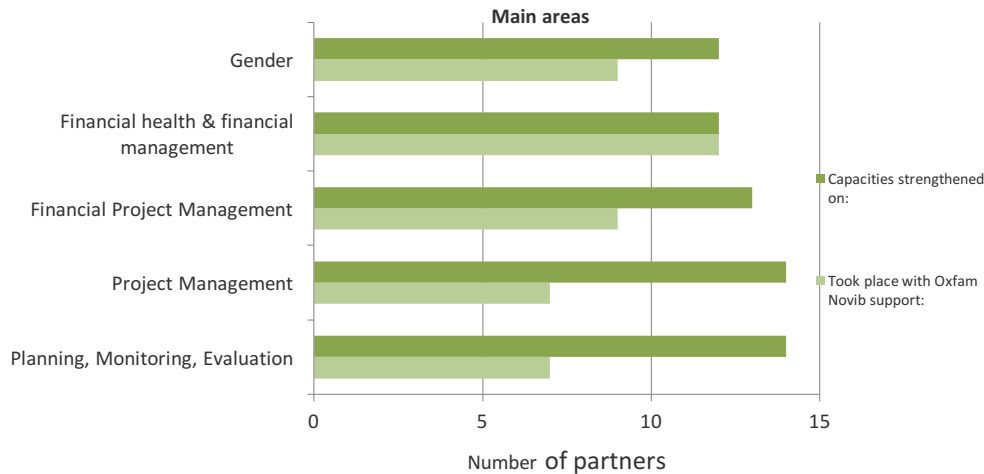
In South Sudan, six partners responded to our survey. The chart below displays the main areas on which our partners in Sout Sudan focused their capacity development and to which extent this was realized with Oxfam Novib through the MFS II support. Operating in a new nation, Oxfam played a fundamental role in building and strengthening the capacities of partner organisations by working together with the partners to develop their organisational structures, policy and procedure manuals in line with both the laws of South Sudan and international standards of project implementation. One of the partners stated: "Oxfam Novib has enhanced our organisation's capacity to manage and account for finances in accordance to acceptable international standards. Successful audits have been conducted by numerous international audit firms. Our Finance system suits the requirements of European Union, USAID and UN agencies."

In

Capacity Development of Partners in South Sudan
Main areas
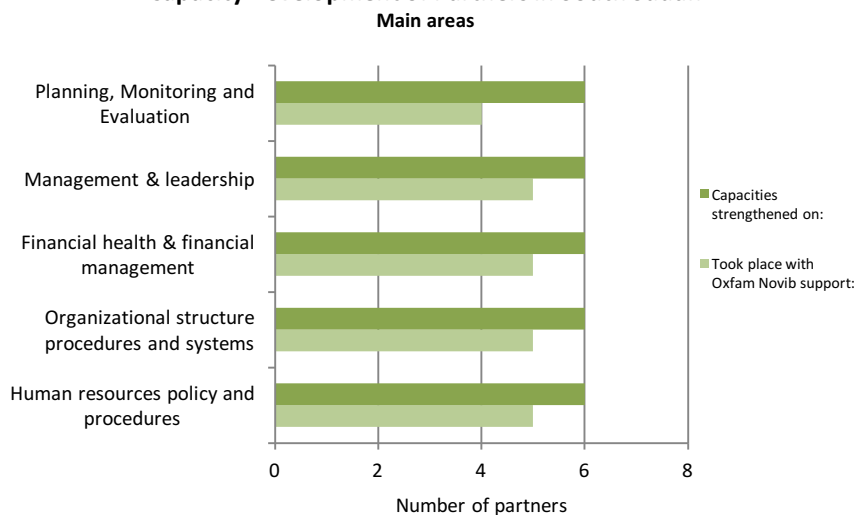
Pakistan, 12 partners responded. The chart below displays the main areas on which our partners in Pakistan focused their capacity development and to which extent this was realized with Oxfam Novib through the MFS II support. Country Office Pakistan invested "The Future Starts Now (TFSN)" funds to support partner's capacity assessments and specific tailor-made approaches. Analysis of the responses indicated that 10 out of 12 respondents appreciated the support of ON in learning processes involving policies and procedures. One of the respondents stated: "*Novib has provided financial support for updating policies. New projects have also allowed us to be self-critical and learn from new opportunities.*"

Capacity Development of Partners in Pakistan

Main areas

Planning, Monitoring and Evaluation

Management & leadership

Procurement procedures and practices

Thematic Expertise

Financial Project Management

■ Capacities strengthened on:

■ Took place with Oxfam Novib support:

Number of partners
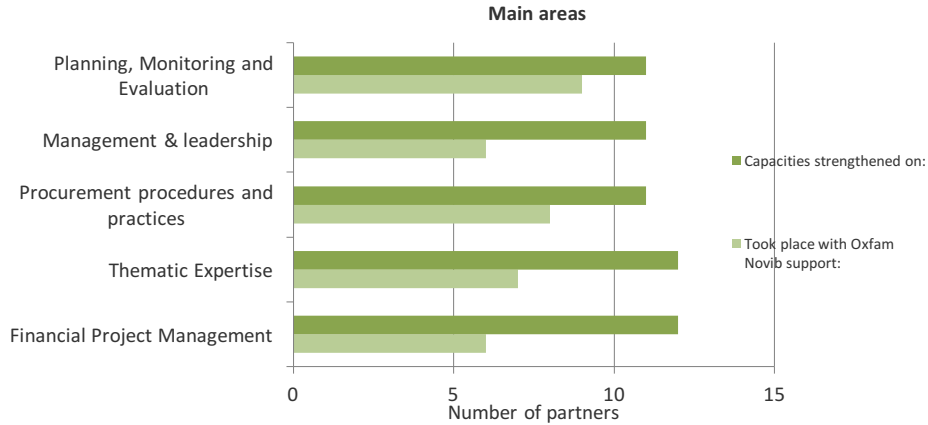
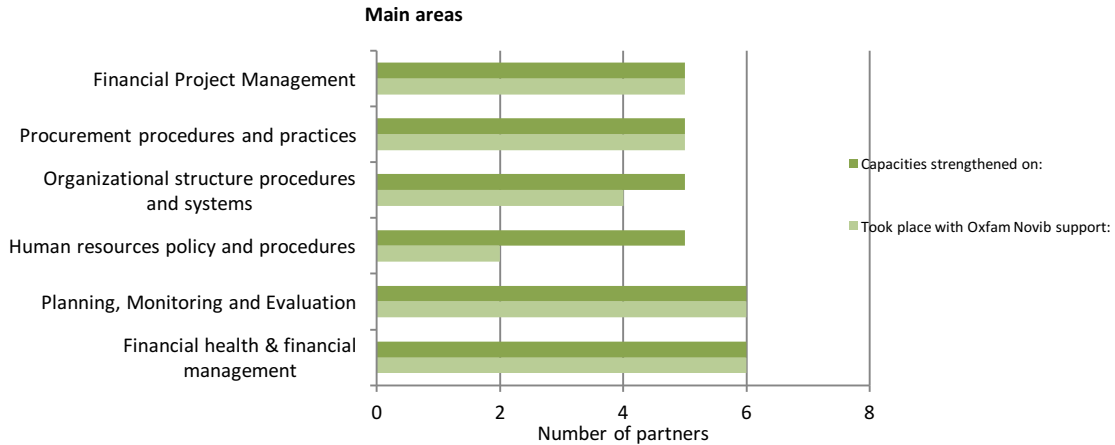In Niger, 12 partners responded. The chart below displays the main areas on which our partners in Niger focused their capacity development and to which extent this was realized with Oxfam Novib through the MFS II support. The main focus of capacity strengthening related to their internal governance structures. Our partners indicated that they appreciated this organisational capacity development as it allowed them to be stronger actors overall. Apart from MFS II, Country office Niger executed three other projects related to strengthening (humanitarian) capacity, financed by World Bank, EU and DGD.

Capacity Devlopment of Partners in Niger

Main areas

Financial Project Management

Procurement procedures and practices

Organizational structure procedures and systems

Human resources policy and procedures

Planning, Monitoring and Evaluation

Financial health & financial management

■ Capacities strengthened on:

■ Took place with Oxfam Novib support:

Number of partners

Oxfam Novib will continue to work on the development of capacities of partner organisations after MFS II. We will continue to co-create joint or complementary agendas and strategies as well as provide advice and coaching where needed. Additionally, we will facilitate alliance building and the linking of local partners to global partners along with enabling international advocacy work and international processes.

In Oxfam's experience, the best way to build capacities is not just to conduct trainings or workshops, but to work together. Many of the capacity building interventions are intertwined with joint activities in the fields of research, advocacy and popular mobilisation.

In 2016, Oxfam Novib plans to roll out a capacity development approach with a strong focus on influencing. This includes the assumption that apart from strengthening the specific influencing capacity of CSOs, they should also be strengthened on other general capabilities: stronger actors make stronger influencers, and stronger CSOs can function better as a countervailing power to be reckoned with. It thus involves organisational performance in a general sense.

2.4 Strengthening Civil Society

A strong and diverse civil society that is able to act as a platform for citizens, to share ideas and further common interests is key in Oxfam Novib's theory of change. A strong civil society is necessary to create check and balances between the state, corporate sector and citizens in society. Furthermore it is a source of locally owned ideas and solutions and key for innovation.

For civil society to play its role, it requires space to operate and organisations with the capacity to claim this space to represent the interests of citizens. The previous chapter explored changes we have experienced in the past year regarding the strength of civil society. This chapter will deal with the trends in terms of space for civil society. As in previous years we will draw particularly from monitoring the dynamics of civil society in 11 countries; Afghanistan, Bangladesh, Cambodia, Democratic Republic of Congo, Mali, Mozambique, Niger, OPTI, Pakistan, South Sudan and Uganda. We will also look at trends in some emerging powers, where Oxfam Novib has been supporting activities.

2.4.1 Trends transforming the nature of civil society space

As was mentioned in the previous chapters, in many of the countries where it works Oxfam Novib has experienced restrictions in the space for civil society to operate and play its role. This is part of a global trend, affecting both the South and North. In over 90 countries governments are imposing laws, policies and restrictions that limit the space for dissent, impose extra scrutiny of organisations, reduce possibilities to access (foreign) funding and increase persecution of civil society leaders and activists. At the same time there is a trend where support for human rights defenders by western countries is declining. The specific drivers and characteristics of these trends differ per country.

The table below reflects some key characteristics of the trends in civil society that were observed over the last year in the countries where Oxfam Novib works.

Country	Trends regarding civil society space
Bangladesh	Civil society occupies a special place in service provision in addition to traditional third sector roles in Bangladesh. There is great diversity among the national CSOs and the space for CSOs to operate is still open and conducive in many thematic areas. Recently there has been an increasing number of incidents where civil society workers are attacked or killed, affecting foreign NGO workers, ethnic communities and Bangladeshi writers and bloggers. There is also a growing trend to reduce the space for voluntary work. The government of Bangladesh is working towards an NGO regulation law that may add constraints to this list, particularly in the field of foreign donations received by Bangladeshi NGOs
Cambodia	In 2015, Cambodian civil society continued to mature, evidenced by the work of big umbrella organisations the Cooperation Committee for Cambodia (CCC) and the NGO Forum. These have brought civil society together and allowed for coordinated action and stronger political influence. Civil society has also increased its understanding and influence in regional policy processes, e.g. in the ASEAN meetings. The new Law on Associations and Non-Governmental Organizations (LANGO), which was adopted without serious consultations of civil society, imposed serious restrictions on funding and human rights work in Cambodia.
Mozambique	Freedom of association – although one of the fundamental rights of Mozambicans – is challenged in many contexts. Programmes like AGIR (*Action for Inclusive and Responsible Governance)* are key to strengthening civil society and have produced important gains in the passing of relevant legislation and public policies and strategies (penal code, law on access to information, HIV and AIDS national response strategy and implementation of the African Union Charter on Human and People's Rights). The relations between civil society and private sector further improved in 2015. There is resistance on the part of the executive to ensure, respect and promote fundamental rights of homosexual citizens. There are still high levels of human rights violations at all levels.
OPTI	Civil society in both the OPT and Israel is vibrant and diverse and has a long history of engagement on a range of issues. In Israel a number of legislative steps has been proposed to limit the work of Israeli NGOs critical of the occupation, including criminal liability for promoting certain acts and disclosure of donor information if the NGO is lobbying Knesset members. In Gaza, meanwhile, the Hamas authorities routinely conduct audits and demand reporting from local NGOs receiving foreign funding and have reservations on activities especially in the public domain that promote women's rights. In the West Bank, voices can be heard of NGOs being penalised or in couple of instances being investigated for having certain political ties. In both OPT and Israel, women's rights organisations continue to operate on the margins even though valiantly sticking to their independent analysis and view point on the conflict.

Pakistan	Work on strengthening civil society in the field of livelihoods, humanitarian work and conflict transformation has harvested positive results, particularly in building alliances and establishing dialogue with (local level) authorities. However, ongoing conflicts and mistrust between sectors pose serious restrictions. The government initiative for registration of INGOs is in process. However the registration process is also very unclear and several project activities were halted because funding is dependent on registration. Some local governments have refused to issue No Objection Certificates to local NGOs.
Uganda	In 2015, Uganda underwent a period of prolonged political upheaval, especially within the ruling party, with police and other security agencies getting involved in political contestations and clamping down on civil liberties. This clampdown ended up impacting on the activities of CSOs such as public mobilisations, campaigns and even assemblies. The police used the Public Order Management Act (POMA) in a blanket form to restrict all citizens' engagement spaces where CSOs are more visible. Almost all forms of association were outlawed unless sanctioned by the police. In this climate civil society did not manage to stand as one and claim their rightful space, and seems to have chosen to hibernate until the political climate has settled down. This awkward situation is well recognised by donors, which have commented at several levels on the civil society space issues.
India	The voluntary sector of India is noted for its vibrancy, innovation and contribution to pro-poor development. The recent increased bureaucratic harassment and demonisation of civil society organisations and activists in India is raising increasing concern. Defamatory public statements by senior government officials and the vilification of activists in the media have contributed towards a prohibitive operating environment for India's civil society. India's controversial Foreign Contributions Regulation Act, 2010 (FCRA) has complicated access to international funding. This has affected more than 9000 organizations. An iconic example was Greenpeace, who's funds were arbitrarily frozen and was accused of getting in the way of industrial development.
Mexico	Legal guarantees of free speech have been improving gradually, but the security environment for journalists remained highly problematic in 2015. Independence of media is under pressure as a result of dependence on public subsidies and violence against journalists. Self-censorship has increased, particularly in violent areas. Public mobilizations slowed in 2015 compared to 2014's also as a consequence of threats and disappearances public protestors. Civil society organizations in México remain very active but often face violent resistance, including threats and murders. Activists representing indigenous groups contesting large-scale investments have been particularly vulnerable
Brasil	For decades, Brasil was the international reference for participatory democracy. Civil society has developed professional and sophisticated ways of participating in policy debates. There are some areas where space for civil society remains very restricted. National authorities and the private sector are not willing to discuss issues like economic reform, the political system and infrastructure. There has been a tendency to criminalize social movements that touch upon these issues of promote large scale public manifestations.

The country monitoring reflects the diversity of realities in different countries. It also reflects that trends in civil society space are not linear, but that periods of growth are followed by new restrictions (e.g. the case of Cambodia). However, in most countries where Oxfam Novib works, basic civil liberties are still seriously challenged.

We can also identify some general drivers for the changes in civil society space and performance:

- **Increased security concerns have had repercussions on civil society space**
  In many countries governments restricted the space for civil society, their ability to organise and express themselves and also to access funding, using the justification of national security and anti-terrorism (e.g. Uganda, OPTI and Pakistan). In many countries civil society leaders and activists continue to be victims of violence and impunity (e.g. Bangladesh and Uganda). This also has direct implications for Oxfam and partners; it reduces the ability of staff to have access to areas, monitor our work or be publicly visible supporting the struggle of local civil society.

- **Western aid is of decreasing relevance and seen as a threat to national sovereignty**
  Many of the new restrictions on civil society affect the access of civil society to foreign funding, which is often considered as a vehicle to exercise foreign (Western) control. This trend is possible because of the emergence of new donors, the increasing importance of private sector and trade, and reduced independence on aid by countries with strong economic growth. This trend particularly affects work on human rights, women's rights and LGTBI groups.

- **New forms of (digital) activism lead to new forms of surveillance and control**
  New media and technologies have increased the possibility for citizens to amplify their voice. This rise in digital activism and social movements has led to new forms of new legislation and regulations, as well as new forms of government surveillance. Examples are Vietnam, Bangladesh and Egypt.

2.4.2 Responses of civil society

The trends in civil society space have triggered civil society to find new and better ways to maintain present, relevant and effective. In 2015 a number of interesting and promising initiatives were taken that will help to deal with the changes in context. Some of these are not new but gained traction or relevance in the current context. Together they complement the existing pathways and interventions of Oxfam Novib regarding the work on strengthening civil society.

New assessment tools: Deepening our understanding of the space for civil society

Looking at the increasing restrictions in the countries where we work, it becomes clear that the strength of civil society only partly depends on the internal capacities of organisations, and to a significant extent depends on the space for citizens to meet, organize, speak out and participate. Strengthening civil society thus also depends on a deep understanding of this context and how to best deal with restrictions. Because of this, Oxfam has invested in developing (in collaboration with partners such as the International Centre for Non-profit Law - ICNL and CIVICUS) new tools to assess civil society space and help to design strategies to strengthen local organisations.

One example is the Oxfam Civil Society monitoring tool. This tools assists staff and partners in analysing the different dimensions of civil society space at national level. It seeks to provide a monitoring framework to track trends and highlight priority areas that need addressing and to support informed decision making and strategy definition about civil society space. Oxfam, in collaboration with ICNL, used this tool to analyse the context of civil society in six countries in the HECA region (including Uganda, South Sudan, Rwanda and Somalia). Based on this analysis a workshop was held in early 2016 to share experiences amongst these countries and design interventions on national and regional levels.

Another example is the assessment/survey done in Vietnam. Considering the particularities of the Vietnamese context (closed political space, civil society as a new phenomenon) the Oxfam team felt the need to develop an alternative assessment framework to provide a more robust and detailed understanding of the civil society space. This framework measures the strength of civil society by its organisational capacities, by the political and administrative space, but also by the perceptions and support of the Vietnamese population.

Strengthening the governance and accountability of civil society

In many countries civil society is attacked because of representing foreign interests (instead of the interest of citizens), or because of having ties with terrorist organisations or criminal groups. It is true that in many organisations the systems for transparency, financial and social accountability are weakly developed. This undermines any possible response to these accusations and also limits public sympathy for civil society. Besides, it becomes very difficult to meet with the cumbersome requirements for NGO registration (e.g. the case of Pakistan and Uganda). As a response, civil society is working on the improvement of financial systems, accountability to citizens *and* national authorities and transparency. Oxfam Novib has supported these efforts through capacity strengthening work (see previous chapter). In some countries civil society platforms are discussing the possibilities of creating self-certification schemes to demonstrate the commitment to common standards of accountability and transparency.
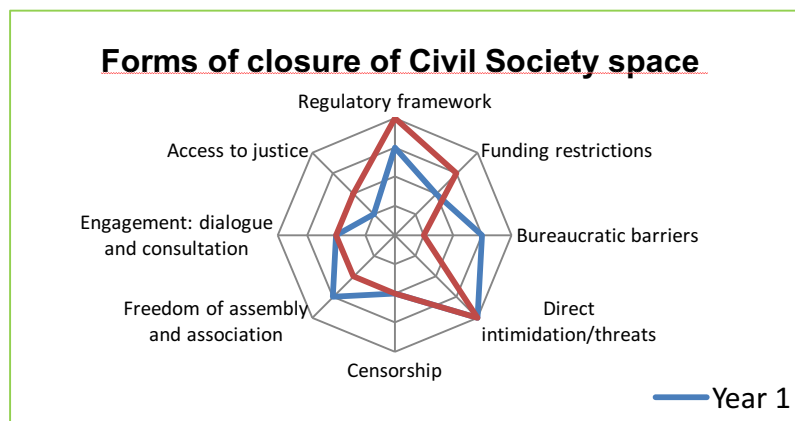
Working together; coalitions and networks

The pressure on civil society has created incentives for civil society organisations to work together and speak with one voice. Oxfam is increasingly involved in initiatives of civil society platforms and multistakeholder coalitions with the aim of opening of defending space for civil society. In the case of Cambodia, Oxfam partners CCC and NGO Forum joined forces with other local and international actors to develop an advocacy strategy on the proposed Law on Associations and Non Governmental Organisations (LANGO), leading to a public campaign called #StopandConsult. In Vietnam strategic support was given to the chair and other members of PPWG (Vietnamese NGOs) in claiming civil society space, convening, facilitating and coordinating various stakeholders in advocacy and influencing work. By now a wide network of

CSOs has been established and they are working together to continue advocating for a progressive Law on Association. In Mali, with the technical and financial support of Oxfam, the National Council of Civil Society (CNSC) has produced an alternative report and formulated several proposals as input for the new version of Strategic Framework for Growth and Poverty Reduction (CSCRP). Oxfam also took a leading role in creating a participatory consultation platform (C20) amongst international and national civil society during the Turkey's G20 presidency in 2015. Through intense consultation with civil society organisations, Oxfam in Turkey acted as a convener that brought together 14 national civil society organisations to manage the C20 process and effectively advocate their positions to the G20 governments.

Building public support for civil society
Coming from civil society, we often take public support for civil society organisations for granted. Particularly in a case where independent civil society is a relatively new phenomena (e.g. Vietnam and Cambodia), or where civil society faces severe accusations of being foreign agents or having linkages with terrorism, this assumption often does not hold. Besides strengthening internal transparency and accountability, as mentioned previously, it is key for civil society to communicate publicly about the role it is playing in society and its contribution to development and social justice. It is important therefore in a number of countries that the work of civil society is accompanied by gathering evidence and public communication, to increase understanding of and public support for the role civil society plays.

2.4.3 The evolving theory of change on strengthening civil society

Reviewing progress in recent years in the field of civil society, we see new elements in Oxfam Novib's strategy to strengthen civil society worldwide; as part of our work in all programmes, both as a cross-cutting strategy as well as a standalone programme. Together these elements continue to shape and renew the theory of change of Oxfam Novib in the field of strengthening civil society. This is reflected in the diagram below.

This tells us that the strength of civil society is the result of a combination of factors that goes far beyond capacity strengthening activities. The reality in countries is also far more complex than the diagram reflects, however we see these common elements appearing in very different contexts; some with a very centralistic and authoritarian governance (e.g. Vietnam, Laos), others with relatively weak or open governance.
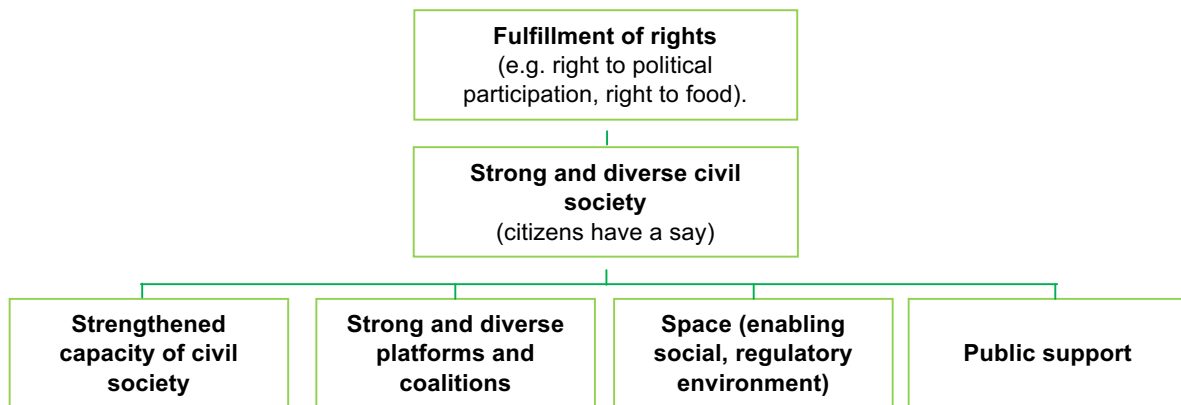
3 Organisation

This chapter summarises the IMPACT alliance's results for April 2015-March 2016. The figures presented are consolidated figures for all IMPACT alliance members: Oxfam Novib (*penvoerder*), 1% Club, Butterfly Works, SOMO and HIRDA. Fairfood International is not a full member but has observer status. The financial figures of Fairfood have not been consolidated in this report.

3.1 Own Contribution

The contribution of income sources other than MFS2 for 2015-16 was 72.5% (in 2014-15 it was 50.4%).

3.2 DG Norm (on salaries)

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

3.3 Quality system

3.3.1 Policy cycle

The policy cycle is a tool to plan, monitor and continuously improve the effectiveness of the activities and results. The policy cycle enables Oxfam Novib to:

1. Meet strategic goals and objectives;
2. Facilitate processes of learning and innovation;
3. Strengthen processes of strategic decision-making;
4. Be accountable towards internal and external stakeholders.

The policy cycle is based on the PDCA cycle (Plan, Do, Check, Act) and the IMAR (Inspire, Mobilise, Appreciate, Reflect) model. Oxfam Novib aims to integrate this model in all the main processes, including programme management, fundraising activities and campaigns.
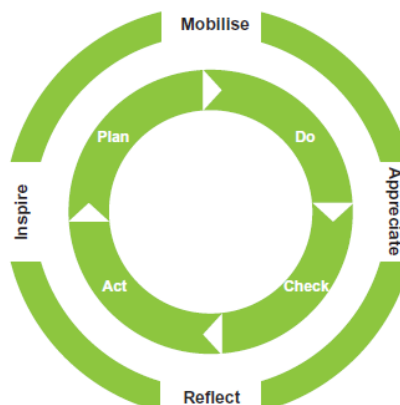
Documents used by Oxfam Novib in the policy cycle are informed by several sources, including lessons learned from the Oxfam confederation's and Oxfam Novib's work, steer from the management, analyses of the external environment and trends within the Oxfam confederation. The following documents can be found as part of the policy cycle:

1. The Oxfam Strategic Plan 2013 - 2019 (long term)
2. Country Strategies (long term)
3. Strategy Letter of the Board of Directors (annual)
4. Annual Plans of Oxfam Novib units (annual)
5. Monitoring results on programmes (twice a year)
6. Balanced Score Card (quarterly)
7. Financial monitoring (monthly)
8. Annual Report (narrative and financial) including auditor's report (annual)
9. Trend Analysis (twice a year)
10. Market Analysis (annual)

3.3.2 Risk analysis and mitigation

Oxfam Novib has integrated risk management at all organisational levels and in its relationships with partner organisations.

Risk register
A risk register identifies potential internal and external risks for Oxfam Novib, and monitors mitigating measures. The risk policy of Oxfam Novib is based on the internationally-acknowledged management model for risk management, COSO, and on the Risk Management Policy of the Oxfam confederation. Its objectives are to:
- Ensure that risk management is embedded in everyday business processes;
- Manage risk in accordance with best practice;
- Take into account the threats and opportunities associated with internal and external changes that may impact our successes;
- Raise awareness of the need for risk management and ensure that all managers and staff actively manage risk;
- Respond to risk in a balanced way, mindful of the risk level, risk reduction potential and the relationship between the cost of risk reduction and the benefits.

The risks register is updated twice a year by QFC in consultation with Oxfam Novib's managers and board of directors. It is reviewed and adjusted by the board of directors before it is submitted to the supervisory board. Once a year the financial committee of the supervisory board discusses the risk register, and once a year it is on the agenda of the full supervisory board.
The Oxfam Novib risk register consists of threats coming from an internal environment as well as external risks, such as security. Our most eminent internal risks are related to the reorganization that was carried out in 2015. These risks include the embedment and further development of the new organization and new ways of working; the safeguarding of our core values and the development of our human capital.

Risk Assessment Method Oxfam Novib
Financial and governance risk assessment is part of the assessment of partner organisations we work with. A uniform risk assessment method called Risk Assessment Method Oxfam Novib (RAMON) is mandatory when taking on a new partner, and it is obligatory to update the initial findings annually. RAMON takes into consideration the internal and external risks of an organisation and is categorised into strategy, operations, reporting and compliance.

3.3.3 Fraud prevention and monitoring

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

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

30 cases of suspected fraud were either already under investigation or reported during 2015-16 (35 during 2014-15). Of these 30 cases, 18 cases were new in the financial year 2015-16 and 7 are still being investigated. During the financial year, 23 cases have been closed. Of those 23, 4 cases were confirmed with fraud, with a total amount estimated at loss of € 372.000.

During the financial year 2015-16, Oxfam Novib has developed and introduced a revised internal audit approach. The approach is being implemented in 2016-17. The anti-fraud approach will be revised in the financial year 2016-17.

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

For 2015-16 the costs of management and administration of total expenditure was 1.5% (In 2014-15 it was 1.6%).

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

For 2015-16, 92.5% of total expenditure was spent on the objective of structural poverty reduction. (In 2014-15 it was 93.9%)

3.3.6 Costs of fundraising (Wervingskosten eigen fondswerving)

The percentage of costs of fundraising related to income was 19.3% (in 2014-15 this was 20.9%). In general this is more than sufficient to stay in line with the CBF standard of not exceeding the 25% over a three-year average.

3.3.7 % operational costs *(uitvoeringskosten)*

Because of the three months no cost extension granted by the Ministry, the percentage operational costs increased from 12% to 12.5%.

3.4 Quality standards

3.4.1 Compliance with external quality standards

To ensure the quality of Oxfam Novib as organisation, the Quality Management System has been developed. This system complies with various external quality standards:

External audits
Oxfam Novib is measured against a quality management system standard. This has been defined by the International Organisation for Standardisation's (ISO) 9001:2008. During 2016, Oxfam Novib will update its quality management system to comply to the new ISO 9001 version of 2015. Oxfam Novib itself monitors compliance and continuous improvement throughout the year with internal audits, while external audits are conducted periodically. In 2016, all Oxfam Novib country offices will be internally audited against internal procedures and donor requirements. In addition, all country offices do an external statutory audit each year.

Partos
Oxfam Novib also complies with the Partos norm, a special ISO norm derived from ISO 9001:2008 for the development cooperation sector in the Netherlands. We are also party to, and comply with, the code of conduct of Partos in the interests of effective collaborative development.

Central Bureau on Fundraising (CBF)
The Central Bureau on Fundraising (CBF) is an independent foundation which has been monitoring fundraising by charities since 1925. Their main goal is to promote trustworthy fundraising and expenditure and give information and advice to the government and public. To obtain the CBF's seal of approval, as we have done, the costs of fundraising must not exceed 25% of the revenues from fundraising in any given year, the board must consist of independent persons and every financial report must be drawn up according to the same principles.

Sector association VFI
We are party to, and comply with, the code of conduct that applies to members of the Dutch charity sector association VFI on standards of behaviour and actions for fundraising organisations.

INGO Charter
Since 2014 Oxfam has complied with the requests of the INGO Accountability Charter. The Charter is a commitment of international NGOs including Oxfam and Oxfam Novib to a high standard of transparency, accountability and effectiveness. The Charter defines standards in all areas of NGOs' work, including governance, programme effectiveness and fundraising. Signing up to these standards entails reporting annually on performance using the *GRI NGO Sector Supplement*, a reporting tool developed to meet the needs of NGOs.

The Wijffels code
The code Wijffels, named after the chairman of the committee that developed it, has been the governance code for charities in The Netherlands since 2005. It provides for checks and balances within an organisation and aims to make sure that outside parties keep their trust in charities. In line with this code, Oxfam Novib has separate organs for governance and supervision, arranged in the statutes and the regulations governing the Board of Directors and Board of Supervision. The Board of Directors governs the foundation.

IATI Norm
Oxfam Novib complies with the IATI norm for open data and transparency, and has launched Atlas, a digital tool for disclosing information about all our projects. See: https://atlas.oxfamnovib.nl.

Dutch Transparency Prize
Oxfam Novib was award the prize for the most innovative annual report for the years 2011 and 2012. In 2013 Oxfam Novib was awarded the overall Dutch Transparency Prize, for having the most clear and distinctive report. Oxfam Novib continues to follow the guidelines of the Dutch Transparency Prize.

Internal audits
As part of the quality management system, and in compliance with the external requirements, Oxfam Novib conducted three internal audits in 2015-2016 in country offices: Mozambique, Uganda and Cambodia. Additionally, project audits were conducted in a sample of all projects in all countries and units. The audits covered internal control processes around approvals, expenses and transfers to partner organisations. Based on the audits, an improvement plan has been made and is being monitored by the Quality, Finance and Control (QFC) department.

3.4.2 Progress compliance (*O toets)*

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

SOMO is also certified with the ISO 9001:2008 standard.

3.4.3 Sanction policy

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

3.5 Spent in partner countries (*Besteding partnerlanden)*

In 2015-16, 61.2% of MFS expenditure at country level was spent in the defined partner countries. In 2014-15 that figure was 59%.

3.6 Partner policy

3.6.1 Capacity development of partner organisations

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

- Shared vision and value
- Complementarity of purpose and value added
- Autonomy and independence
- Transparency and mutual accountability
- Clarity on roles and responsibilities
- Commitment to joint learning

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

3.6.2 Sustainability and independence of partner organisations

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

In 2011, Oxfam Novib decided to make financial sustainability one of the focus areas for capacity building of partners. Here we focus on:
1. Finance and administration systems (as a basis for compliance with requirements of various donors, accountability and reporting);
2. Monitoring, evaluation and reporting (as a basis for learning, adapting, accountability and delivering what has been agreed);
3. Strategic and financial planning;
4. Diversified income generation (maintaining open and constructive relationships with donors; creating alternative business models).

3.7 Harmonisation and complementarity

In this chapter, the IMPACT Alliance reports on initiatives aiming increased harmonisation and complementarity with Dutch (MFS2) organisations in Afghanistan, Bangladesh, Cambodia, Democratic Republic of Congo, Mali, Mozambique, Niger, OPTI, Pakistan, South-Sudan and Uganda.

Oxfam confederation
Oxfam Novib is part of the Oxfam confederation, an international confederation of 18 affiliates and 2 observer members (Oxfam South Africa and Oxfam Brazil). Together we work in over 90 countries to fight poverty and injustice, as part of a global movement for change. Oxfam affiliates share a common vision, common philosophies and, to a large extent, common working practices. We have joined forces as an international confederation because we believe we will achieve greater impact by working together in collaboration with others.

In the reporting period the Oxfam confederation did more joint fundraising and joint implementation of projects and programmes. This led to Oxfam Novib receiving more income from other Oxfams. In the period 1 April – 31 December 2015 ON received an income of 12,5 million euros from the other affiliates.

The mid-term review of our Oxfam Programs revealed good achievements in our work with partners and communities in the areas of transforming power relations, saving lives, ending violence against women, sustainable food and resilience. We learned we can do better on connecting influencing in all our work from country to global, in better use of knowledge to drive innovative, effective programs and on strengthening our partnerships. This will make our work truly transformational.

Oxfam's strategic plan for the period 2013-2019, *The Power of People against Poverty*, provides the framework for all affiliates' work in all countries in which Oxfam operates. Oxfam envisions the world without poverty and injustice. In a relentless effort to make that possible, Oxfam is changing to better serve the most vulnerable people in the world.

We aim to shape a stronger Oxfam, that is more globally balanced, sustainable, accountable and relevant in every country in which we work. We further enhance our efficiency, impact and ability to influence by moving towards one Oxfam program and structure in all countries under line management of one country director. At regional level we will have regional platforms lead by an Oxfam regional director supporting the countries and managing regional programs.

With the project Oxfam 2020 we also want to eliminate duplication of functions between Oxfam affiliates and setting up more shared services centres. The savings in spending through this strengthened "One Oxfam" practice will be used to further expand Oxfam. Our ambition is to create more north-south balance within Oxfam by adding at least four new southern Oxfams to the confederation in the coming years. Oxfam Brazil and Oxfam South Africa are expected to complete the affiliation process by November 2016, explorations are started with Colombia, Turkey, Ghana and Indonesia. These could be country offices that have become fully independent, southern organizations that want to join, or mergers of such an organization and an existing Oxfam country office. The change agenda also includes a future relocation of Oxfam's international secretariat to Nairobi. Oxfam will become more than the sum of its parts by bringing together specialist knowledge, resources and people from across the world.

Oxfam is an international confederation. There is no overarching central body controlling the operational and management policies of the affiliates. While bound by the Oxfam International (OI) constitution, each affiliate is independent and retains its own Executive Director, Board and stakeholders. This confederative structure lends itself to certain flexibility, but also relies heavily on consensus and trust.

Oxfam functions through the Board of Executive Directors (EDs), representatives of the affiliates, and a Supervisory Board and through a network of strategic and operational groups and platforms that have clear terms of reference to be able to deliver on specific work or functions. This inter-affiliate organizational structure, through which Oxfam delivers on its aims, is commonly known as the 'OI Architecture'.

3.7.1 AFGHANISTAN

Oxfam

As One Oxfam in Afghanistan, the country office functions under a single Oxfam Country Strategy, providing the strategic direction for its programming in Afghanistan until March 2020. As the Executing Affiliate, Oxfam Novib provides the country leadership as well as support services and will increasingly become (with exceptions pertaining to home donors) the contract holder for projects and programmes implemented in Afghanistan. With these changes, being a One Oxfam live country has led to further reductions of cost in 2015, following savings in 2013/14 from moving into one office and one guest house for international staff. Oxfam now has a stronger position in the country by operating under a unified programmatic direction towards established change goals. Throughout 2015, processes have been harmonised in order to simplify our ways of working; however, it remains important to monitor how the change management process is working out in practice. This includes preventing the organisation and staff from falling back into affiliate-specific ways of working and facilitating identification with the new One Oxfam Afghanistan. In this context, it remains a priority to foster understanding and trust among teams formerly either Oxfam Novib or Oxfam Great Britain but now part of One Oxfam. In addition, the phase down and closure of legacy projects from Oxfam Great Britain (such as the NSP) will occur in 2016 as scheduled, keeping donor obligations in mind. Formally closing Oxfam Great Britain activities in Afghanistan, and other issues such as withdrawing of registration, closure of bank account and handing over of assets, will be taken care of with due process and commensurate communications with the Ministry of Economy of Afghanistan.

While questions remain on occasion around the correct ways of working in the new set-up, this represents opportunities for learning between the affiliates and to grow more closely together by jointly resolving the issues at hand. The One Oxfam audit identified some weaknesses on communal topics such as health insurance for national staff and building insurance. Country management needs to play a key role in identifying, discussing and resolving these blockages.

On the other hand, consensus building and bringing about change is time consuming. Internal change processes tend to carry the risk of allowing organisations to become too inward-looking and can distract from engaging with external contacts and actors. Externally, the changes and impacts on programming and ways of working to need to be communicated to partner organisations, the Government of Afghanistan, the donor community and other development actors we interact and collaborate with. As One Oxfam Afghanistan, the CGG that is to be set up in the country will include Afghan representatives from different sections of society (civil society, academics and potentially government). This is to help us become more rooted in the countries we work in and a more globally balanced organisation, with closer links to Afghan civil society and a more legitimate claim to represent the people of Afghanistan. In meetings with partners there were regular complaints about the limited time that management and staff could spend on capacity building, meetings, support on lobby and influencing etc. because Oxfam spent lot of time on internal processes.

Oxfam Novib is also the humanitarian lead in Afghanistan. The Contingency Plan was updated in the last quarter of 2015 in cooperation with the partners and with support from the regional humanitarian advisors. Two innovative humanitarian projects were implemented, one in Nangahar and one in Herat. The pilot project in Nangahar had the objective to build the capacity of the local government in DRR, and was appreciated by community members and the local government authority. Oxfam will explore the possibility of expanding such projects in other priority areas while focusing on lessons learned and exploring external funding opportunities.

Alignment with civic organisations

2015 was again a challenging year for Afghan Civil Society. Oxfam is a member of ACBAR (Agency Coordinating Body for Afghan Relief & Development, a network of NGOs) and BAAG (British and Irish Agencies Afghanistan Group). Oxfam participates in regular ACBAR meetings, UN cluster meetings and UN coordination meetings. Oxfam continues to be the Chair of the Steering Committee for the Bayan project that started in 2015 and initiates and chairs regular meetings with Bayan partners. On matters of security, Oxfam continues to coordinate closely with INSO for regular updates and advice. Oxfam also supports a network of civil society and capacity building of national partners and is part of a broader consortium implementing the Building Resilient Livelihoods (BRL) project in Afghanistan funded by DFAT (Australia).

Relevance in relation to government policy

According to Oxfam's country strategy, Oxfam Afghanistan's goal remains reducing poverty with a special focus on women, youth and minorities, in line with the Afghanistan National Development Strategy. Oxfam has decided to concentrate its programming in six geographical areas with a high level of poverty coupled with disasters. The new government has not been able to secure trust in the political, security and economic domains, affecting the lives of people and their ability to enjoy their rights. Security is still very volatile and women's rights are negatively affected by increasing insecurity. The number of years in school is falling for girls, as is average age of marriage. People in many parts of the country lack access to justice or suffer from injustice. Oxfam's intervention will be based on need and will focus on three pillars:

- Right to sustainable livelihoods and poverty reduction
  Currently, Oxfam is implementing a livelihood programme in Daikundi province, funded by DFAT (Australia) and Oxfam Australia in partnership with the Organisation of Human Welfare (OHW). Its focus is on building women's knowledge on how to store, process and package their products, and linking them to markets. Oxfam will be developing a programme on increasing resilience through diversification of livelihoods with a special focus on women.
- Right to basic social services/Right to an identity: Women and youth empowerment: Oxfam recently concluded projects – GREAT IDEA, and My Right My Voice – that focused on quality education for girls and the rights of youth to education, basic health services and sexual and reproductive health rights. Oxfam is continuing the Bayan II project, focusing on women's political participation and protection and increasing the number of female police. Through WWS II (With or Without State phase two), Oxfam has continued to focus on peace building and has established community peace promoters including women, youth, community elders, power holders and government officials. The aim is to bring them together to have a collective voice for bringing peace in Afghanistan.
- Right to life in security: Protection from natural disaster and manmade conflict
  Oxfam has also been involved in delivering projects related to WASH, based on need in areas where people have been affected by natural disasters or displaced due to insecurity.

Consultation with Dutch bilateral assistance and with other donors

In 2015-2016 meetings organised by the Dutch Embassy on the reconstruction programme, Citizens First, were useful as an attempt to coordinate activities and create synergy on content. The Dutch Embassy is very active on topics around the rule of law and women's rights, and staff tries to join for these meetings. We are currently in phase II of the Dutch government-funded project Bayan For the Citizen First, and Oxfam Novib participates in regular coordination meetings organised by the Dutch embassy in Kabul, providing updates on its activities, results and challenges faced. In addition, coordination meetings with the Dutch Embassy were organised regarding Bayan II and influencing events in Brussels. Oxfam in Afghanistan submitted a proposal for Strategic Partnership and has been conditionally approved. Oxfam is expected to participate in regular coordination meetings in Kabul among strategic partners to update on programme plans and implementation.

3.7.2 BANGLADESH

Oxfam

Bangladesh was one of three countries in Asia, along with Myanmar and Afghanistan, to fast-track and pilot the consolidation at the country level into a One Oxfam Country Programme. Because of this consolidation process and because of the impending closure of Oxfam Novib's support to Bangladesh, Oxfam Novib worked to manage relationships and help Oxfam Great Britain build and supplement relationships. Oxfam Novib staff in Bangladesh also supported ongoing programme and project proposal development initiatives in Bangladesh. Oxfam Novib staff and projects were instrumental in a number of the Oxfam One Country Programme's proposal development efforts.

Relevance in relation to government policy

The Tax Justice Campaign is still an important cornerstone of the Economic Justice programme. Civil society organisations are strengthened to undertake research, monitoring, watchdog and advocacy actions on fair taxation towards relevant government bodies and to raise awareness among the general population on tax rights and obligations. Advocacy workshops were organised with government administration and line departments on safe mango production, marketing and implementation of the Food Safety Act.
A project was implemented for strengthening community-based organisations and local government institutions to anticipate the possible impact of climate change and disaster, and take appropriate measures accordingly.

The Quality Education Programme is focusing on influencing change by a range of duty bearers including government and other service providers working within the government framework. Oxfam Novib implemented stand-alone quality education programmes in primary schools. The programme will be delivered through a range of partners and campaign alliances.
Oxfam and local partners such as the Amar Aodhikar Foundation (AOF) and CAMPE worked for quality education for all in Bangladesh. Oxfam Novib provided support to strengthen partnerships and build the capacity of local civil society organisations, the Department of Education and other key stakeholders.
My Rights Campaign (AOC) organised diverse interventions with 210 communities along with local governments and education departments, who together extended support to ensure good quality teachers and effective student councils in the schools.Relationships with district and upazila level education offices and media were also established to ensure support for national level advocacy campaign initiatives.

Gender and women's leadership is one of the three key thematic programme areas in Oxfam in Bangladesh's country strategy. The programme focuses on developing the capacity of individual women and girls through influencing change by a range of community stakeholders and duty bearers, including the government and others service providers working within the government framework.
The development of policy and action plan on women's development is the key achievement of Oxfam Novib and its partners. For the women's leadership component, the microcredit NGOs, donors and government are advocated to include WEMAN/GALS in microcredit initiatives.
Stop Violence Against Women and Girls (SVAWG) is a pilot project jointly implemented by FPAB and the We Can Campaign. In the reporting period the project trained staff from partners and government departments on project interventions and sensitised on gender, violence against women, dowry, early marriage and reproductive health rights.

Consultation with Dutch bilateral assistance and with other donors

The country office continued to engage with the Royal Netherlands Embassy in Bangladesh, which participated in and lent support to its initiatives in 2015. For example, the First Secretary Development co-hosted a Female Condom Consultation Workshop held in Dhaka in May 2015. The workshop was co-planned by the UAFC project team from The Hague, Oxfam Novib BD and two other local partners. The Dutch Ambassador and the Charge d'Affairs (Deputy Ambassador; Head of Development) also participated in the workshop.

Oxfam Novib also collaborated in many ways with RedOrange, a Dutch-Bangla media consultancy organisation. RedOrange is a partner in and helped co-create the domestic worker TVET proposal that will be submitted to Canadian DFATD.

Oxfam Novib staff also helped to design and lead the Canadian-awarded project on prevention of gender based violence and the SIDA-shortlisted project on prevention of gender-based violence, both of which grew out of Oxfam Novib's gender work in Bangladesh.

The country team worked on the youth and employability proposal for submission to the IKEA Foundation, which was supported by Butterfly Works, and a project on domestic worker technical vocational education and training to be submitted to Canadian DFATD.

3.7.3 CAMBODIA

Oxfam

Oxfam Novib is the managing affiliate in Cambodia. The nature of Oxfam in Cambodia is complex (currently five affiliates, including three regional presences), which has a bearing on Cambodia's move to One Oxfam. However, starting from 1 April 2016 the One Oxfam registration has been realised and Oxfam in Cambodia will perform as one organisation. In the transition home affiliates are still struggling to define their role in the Oxfam 2020 set up, including how to deal with their funding commitments. In country collaboration is well on track.

In late 2015, Cambodia decided to be one of the focus countries for the GROW Campaign and one of the engaged countries for the Even it Up campaign. In addition, the country has played a role in linking issues from partners to existing Oxfam global campaigns.

Alignment with civic organisations

OXFAM has been actively involved with various alliances and networks to strengthen the voice and capacity of civil society organisations. This is evidenced by work with two big umbrella organisations – the Cooperation Committee for Cambodia (CCC) and the NGO Forum. They have facilitated bringing civil society together through networks and joint advocacy, and there have been a number of examples where civil society has engaged in coordinated action, strengthening their ability to influence. Within invited spaces, civil society has been able to feed the priorities and concerns of Cambodian people into higher level national policy forums such as government-donor coordination meetings and sector technical working groups. Within the region Cambodian civil society has engaged with other civil society movements and organisations in Southeast Asia to participate in forums and ensure the voice of the people is raised within the Association of Southeast Asian Nations (ASEAN) meetings. Furthermore, the ability of citizens to engage with civil society and to raise their own voice has also increased as the population becomes more mobile and has greater access to technology, especially among the youth through various social media platforms.

More importantly, Oxfam has extended its scope to work with the Cambodian Grassroots Cross-sector Network, a community/grassroots network at local level. The network is very organised and comprises many community-based organisations and individuals in communities affected by issues. In 2015, the network was able to submit complaints to relevant ministries about their concerns and dialogue with national assembly members.

Relevance in relation to government policy
Right to sustainable livelihoods

Oxfam Novib partners have been active and engaged with the government at national level in efforts to ensure that laws are implemented in a way that benefits communities, especially indigenous people. It was impressive that the Ministry of Agriculture, Forestry and Fisheries (MAFF) has announced plans to reduce the period of ELC investment to 50 years from 70-99 years. In addition, the Ministry of Environment (MoE) reviewed and evaluated 113 ELCs.

The government has formed an anti-illegal logging committee[18] to crack down on illegal logging in the country. So far, the committee has issued 10 warrants against illegal timber traders. Rights groups and community forest representatives have welcomed the efforts of the committee since it was established at the behest of Prime Minister Hun Sen on January 14, but have repeatedly called for transparency in its activities. Partners will continue to follow up on this.

The MoE has been open to CSO engagement in recent years, as evidenced by 40% of comments and inputs delivered by different NGOs having been accepted and integrated into a draft law; MAFF and MoE agreeing on roles and responsibilities, especially on division of development and conservation roles; and the recent effort of the PM to have his own Facebook page to receive complaints directly from the public. Some interventions were made on issues raised in the complaints.

Partners continue to be proactive in work with communities and COSs to build capacities, as well as actively engaged with government agencies to enforce, dialogue, consult and input on relevant laws and policies in the country. It is important to note that most of the laws or policies are still in the process of being elaborated.

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[18] http://www.phnompenhpost.com/national/pm-orders-timber-smuggling-crackdown

Right to life and security
Oxfam in Cambodia has been actively involved with other DRR/ER organisations and networks to promote and build local capacity for emergency response and humanitarian accountability. The organisation is an executive member of Humanitarian Accountability Network in Cambodia (HANet), a co-lead for the Food and Nutrition Sector for Humanitarian Response forum (led by UN agencies and international NGOs for disaster response), and a founder and a member of the Joint Action Group (a group of international NGOs working on advocacy and capacity building for DRR and ER in Cambodia). As a result, Oxfam has been invited to be the technical support group for the DRR forum (a body to support the government's national disaster management committee for policy development and advocacy).

Right to social and political participation
Oxfam worked closely with the Election Reform Alliance, an alliance of more than 20 member organisations mandated to work on policy advocacy and formulation regarding elections in Cambodia. ERA has organised roundtables with election stakeholders to discuss and endorse proposed amendments of the law on National Assembly elections, proposed bills on political/election campaign finance, proposed amendments of new National Election Committee (NEC) regulation and procedure and implemented other proposed activities. As a result, some changes in two new laws on the organising and functioning of the NEC and election of members of the National Assembly were adopted, with both positive and negative aspects, as well as the amendment of an existing law on commune/sangkat council elections. It was impressive that around 70% of recommendations related to key principles of the new voter registration system and plan were endorsed by the NEC. It has been found that the new system and pilot operation of the NEC are positive: (1) Creation of the new voter registration system following the existing law on election of members of the National Assembly; (2) Computerised system with biometrics and online data transmission that was tested in November 2015; (3) Establishment and distribution of draft procedures and regulations for voter registration and the pilot of the new system conducted in November 2015. For technically detailed procedures and regulations of the new voter registrations, 40% of the recommendations were accepted by the NEC, according to the NEC secretary general's report on 28 January 2016.

Consultation with Dutch bilateral assistance and with other donors
On 25 March 2016, an Oxfam Novib team visited the Dutch Embassy in Bangkok. The team informed the Embassy about the CSR and private sector work that Oxfam is facilitating and explored the possibility for support in these areas. The team informed the embassy that Oxfam in Cambodia is working on two programmes – Right to Food and Finance for Development – and that we will keep in touch regarding their implementation. The embassy indicated that the ambassador will visit Cambodia to see the project work the ground.

3.7.4 DEMOCRATIC REPUBLIC OF CONGO

Oxfam

In DRC, Oxfam Great Britain is managing affiliate and Oxfam Novib, Oxfam Solidarité and Oxfam Quebec are implementing affiliates. Oxfam Germany is also active in the country, with some projects. Oxfam Novib has the lead on the Right to an identity/gender justice programme. Beside this, our contribution is in the field of livelihoods, conflict transformation and humanitarian response.

In 2015 we finished our Oxfam Country Strategy by involving internal and external stakeholders in two sessions. In November we finished our COM for sign-off. The proposed draft of the organisational structure has been presented at the end of 2015 to all staff members to get input. The whole change process is planned to be finished in July 2016. During this change process our work continues by submitting joint proposals and implementing projects.

Alignment with civil society organisations

Oxfam Novib in the DRC works together with other Dutch NGOs ICCO, IFDC, CORDAID, ZOA, SNV, Warchild and Care. Since 2012 Oxfam Novib has contributed to the operation and activities of AgriProfocus and is working together with Butterfly Works in preparing and writing proposals to donors. Butterfly Works is also a partner in the Wajenzi Campaign on Peace Heroes, supported by the regional Beyond Borders programme. During the period, Oxfam has continued to be the lead for advocacy on protection of civilians and humanitarian issues in eastern DRC. Oxfam plays an instrumental role supporting other INGOs with the development of coherent key messages.

Oxfam is once again leading the Advocacy Working Group (AWG) and playing a key supporting role in the heads of INGOs meetings. RiC DRC also participated in and hosted some of the NK informal gender meetings. Oxfam, together with NRC, UNJHRO and OCHA has organised a series of protection round-tables in North Kivu with the aim of bringing together the key international actors working on protection of civilians in North Kivu – MONUSCO military, MONUSCO civilians, UN agencies and INGOs.

Relevance in relation to government policy

Oxfam's interventions in DRC are consistent with the government's policies and priorities, including DCSRP (Document Growth and Poverty Reduction Strategy), the programme for the reform of modernity, the Five Year Programme for the Province of North Kivu and the Priority Action Plan of the provincial government focusing on economic recovery and poverty reduction.

Oxfam Novib works on livelihoods, food security and integrating the GALS (Gender Action Learning System) methodology in rural areas, on rural finance and value chains. The different proposals and concept notes submitted to external financing were inspired by national policies such as the National Plan for Adaptation to Climate Change, and a national action plan for the prevention, management and control of bacterial wilt of bananas. The project SAN focuses on medical care for victims of sexual violence and AIDS, and awareness about HIV and female condoms. We were selected for a VVS II programme by the EU to support gender-based violence victims by improving necessary health systems.

The main project under the programme Right to life and security is Beyond Borders, about conflict transformation, humanitarian aid and safety first. As part of its DRR programme, ON supported the province of South Kivu to develop a contingency plan on natural disasters. In addition, Oxfam Novib supported the province in the development and production of natural disaster mapping in South Kivu and North Kivu, resulting in the integration of DRR into emergency services. Oxfam's We Can campaign and lobby and advocacy work are in close contact with the pillars and priorities of the Stabilisation Programme in the East of the DRC (STAREC) and ISSSS (International Strategy for Support Security and Stabilisation).

Consultation with Dutch bilateral assistance and that of donors

Oxfam Novib in DRC has regular meetings with the representative of the Dutch Embassy in Goma, the head of OS in Kinshasa and the regional office for the Great Lakes in Kigali. As part of the mobilisation of funds, several consortiums have been formed with Cordaid and SNV to develop concept notes for the calls of the Dutch Embassy for the Great Lakes region. A project integrating GALS methodologies, value chains and rural finance was approved for funding by IFAD. The project started has implementation in three countries (DRC, Rwanda and Burundi) for a period of three years (2015-2017).

In Kinshasa we have regular meetings with our main donor, the EU. The EU invited us, as privileged partner, to write a proposal for the prolongation of our VVS programme in North Kivu. In June last year we started this VVS II programme for three years.

Last year we had meetings with STAREC, the stabilisation unit in DRC, and ISSSS, the stabilisation unit of the UN. A call for a holistic approach on stabilisation will be opened soon.

3.7.5 MALI

Oxfam

Oxfam Novib, Oxfam America, Oxfam Great Britain and Oxfam Belgium are present in Mali. Oxfam Great Britain is the managing affiliate. Oxfam Novib is the lead for two programmes.

All present affiliates continued to work on improving the process of Oxfam's Single Management Structure. Oxfam Quebec is also contributing to the Mali programme and has one staff member based in Sikasso. In light of Oxfam 2020, a workshop was organised to finalise the new Oxfam Country Strategy under the leadership of the country director. A Support Change Management Committee has been set up which is chaired by the Oxfam Novib Mali Country Office Programme Manager. Under his leadership, the Oxfam Mali Country Strategy has been approved by the PRE CCG, the Country Operational Model (COM) was submitted to PRE CCG in February and we received their feedback to finalise it. Mali will "go live" in October 2016 based on the 2020 road map process.

Alignment with civil society organisations

Oxfam in Mali is a member of the international NGO forum FONGIM, which is composed of international NGOs working in Mali. As a member of FONGIM, Oxfam works together with other international NGOs, particularly Plan, Save the Children, World Vision, World Education, ICCO-Cooperation and SNV, as well as Malian civil society organisation Conseil National de la Societe Civile (CNSC), the umbrella of all national civil society organisations working in Mali.

Oxfam Novib in Mali is part of the National Coalition Against Child Marriage, in alliance with Save the Children International. This campaign is linked to the project Marriage: No child's play. This project, funded by the Dutch Ministry of Foreign Affairs, will give an opportunity to push the agenda of girls' schooling and innovative alternatives for life competence.

Relevance in relation to government policy

Oxfam in Mali, through Oxfam Novib, has developed a programme with various civil society organisations and their networks to support reforms on good governance and education. The projects and actions undertaken in this regard reinforced the strategic positioning of partner organisations to establish dialogue among themselves and with the government on issues related to fiscal justice, budget transparency, citizens' access to justice, cohesion among CSOs and the participation of youth and women in politics.

Thanks to the financial and technical support of Oxfam Novib, civil society is being better listened to by the government nowadays. The government now creates conditions for the participation of civil society in political and decision making processes on the Strategic Framework for the Reduction of Poverty, Public Aid to Development and fiscal reforms. Civil society is invited, through the umbrella organisation CNSC, to participate in various reviews of the budget, the Strategic Framework for Growth and Poverty Reduction, thematic commissions and budgets of local development programmes.

Consultation with Dutch bilateral assistance and that of donors

Through Oxfam Novib, Oxfam in Mali has developed strong cooperation with the Dutch Embassy. As a result of this collaboration, Oxfam Novib received a five year grant to implement a project on local governance and accountability. Oxfam Novib also takes part in the complementarity event organised by the Dutch Embassy every year.

Several other collaborations have been developed by ON with diplomatic representations, including:

- Switzerland's Departement Federal des Affaires Etrangeres (DFAE, formerly the Swiss Development Cooperation): Oxfam Novib is working on a proposal for EUR 2,458,978 to implement a four year project on governance and accountability;
- Danish Embassy: engagement revealed that our governance strategy and that of the Danish Embassy are aligned, and the embassy was willing to contribute to the implementation of our strategy. Negotiation is in progress.
- EU delegation: programme information is regularly exchanged with the EU delegation in Mali. Oxfam Novib submitted a proposal on youth employment last year but was not awarded the grant.

3.7.6 MOZAMBIQUE

Oxfam

Oxfam in Mozambique is the result of the consolidation of eight Oxfam affiliates since 2011. The two physically remaining affiliates, Oxfam Novib and Oxfam Solidarité Belgium, are currently integrating as part of the 2020 process. Go-live is expected to take place in June 2016, and currently Oxfam Mozambique is working to finalise the operating model and harmonisation procedures. Last year they approved their country strategy for the next four years (2015-2019).

Alignment with civic organisations

Last year, Mozambique's interventions through the governance programme AGIR2 continued its focus on giving support to 22 national CSOs both at national and provincial levels. Apart from 13 partners based in Maputo City, strengthening of civil society also reached nine provincial partners. Strengthening of civil society over the period in report also involved trainings on climate change, gender, financial management, internal governance, ICT4D and the extractive industry.

Relevance in relation to government policy

Mozambique has been managing to put and keep land grabbing cases on the national agenda and the trilateral agribusiness programme ProSavana was chosen as the focus of interventions in the country, taking into account that the threat of the loss of customary rights of access to land created unrest among the peasants whose lands are covered by the area where the programme will be implemented.

Mozambique has joined the ASCUT alliance (a group of NGOs working on land issues) with the objective of maximising synergies for effective advocacy work against land grabbing, avoiding overlapping, sharing and saving resources, and harmonising thematic priorities on related issues. One big achievement of Mozambique's advocacy work was the ProSavana project's open letters to the governments of Mozambique, Brazil and Japan, which had the added value of generating increased interest from international agencies in exploring the case and supporting Mozambique's civil society organisations on land work.

Mozambique is part of the special project Universal Access for Female Condoms, implemented through our partners Forum Mulher and Pathfinder. Information and education on, and promotion of the use of, female condoms have been integrated as part of health units' services provision on contraception methods. The female condom has also been used as part of sexual and reproductive counselling for youth and adolescents as well as for maternity services. It is positive to note male involvement in this process, which will have a positive impact due male hegemony in sexual and reproductive matters, contributing to fighting social norms that harm enjoyment of health and sexual rights and to women's empowerment and increased equity in SRHR between the sexes.

Consultation with Dutch bilateral assistance and with other donors

Mozambique has reinforced collaboration with the Dutch embassy through the AGIR programme, for which they have been part of the donors group for over two years, and they are discussing ways to increase their support for our general strategy. Sexual and reproductive health, sustainable livelihoods and the private sector are the main identified areas. Regular technical meetings are already going on and how to address the end of MFS funds has been a main topic.

Recently the Strategic Partnership Programme focusing on land rights and governance was approved by the Dutch Government, to be implemented in the north region. In the coming days, we will meet project focal points at the embassy to discuss details and agree on procedures for its implementation.

3.7.7 OPTI

Oxfam

The OPTI country team has started the process of operationalising the Oxfam 2020 vision to become more globally balanced and strengthen Oxfam's accountability, legitimacy and relevance, and OPTI's ability to influence greater global, regional and national change and simplify and streamline our ways of working. They have already developed a broad transition plan.

A One Oxfam country strategy and national influencing strategy for 2016-2019 have been developed after intensive and close consultation and collaboration with a range of affiliate staff and partner consultations. This represents a uniform policy framework for all Oxfam's work in OPTI. They have made important progress designing the country senior management structure and implemented quick wins to reduce complexity and costs through cost-sharing and shared services.

Alignment with civic organisations

In addition to Oxfam Novib, ICCO now has a field presence. Both Oxfam Novib and ICCO have met the Dutch Representative Office in Ramallah to seek its assistance in operational matters. In the Netherlands, Oxfam Novib collaborates with the MFS partners under the umbrella of United Civilians for Peace. We have also been in contact with SOMO staff to organise a learning day for senior Oxfam team members on the work they do in the OPT, but unfortunately, due to a full agenda of the visiting SOMO team, this could not happen. The learning exchange is still planned at the next opportunity when SOMO experts visit the OPT.

Relevance in relation to government policy

The National Insurance Institute's policy changed to supply Arabic translators in all medical committee activities at the request of the client, and the Bank of Israel changed its instructions to all banks allowing West Bank spouses living in East Jerusalem to open bank accounts during their long family reunification process.

The Jerusalem Transport Master Plan Team changed their practice of not including Arabic in the public transportation's electronic signs. The Ministry of Transportation has begun making preparations to allow the transmission of information in Arabic and, in future, it will be possible to display information in Arabic on electronic signs elsewhere in the country.

The Ministry of Defence changed their practice of not allowing West Bank residents with permits to live and work in Jerusalem to pass through Shuafat checkpoint. The Ministry of Interior decided to grant two children (represented by our partner HaMoked) temporary status in Israel for two years, contrary to their previous practice. The Israeli court gave the ministry's action the force of a judgment. This creates a powerful precedent for similar cases.

This reporting period witnessed ever increasing efforts of Oxfam Novib and local partners in working with the marginalised people of OPT to achieve their civil and political rights.

Budget monitoring and fair taxation are central concepts in the new Oxfam Strategic Plan and global programmes. Those issues are central to improving governance practices, delivery of services and alleviating poverty in OPT. The OPT country team embarked on a process to develop a theory of change on tax justice, budget monitoring and citizens' participation.

The civil society coalition dedicated to monitoring public budgets has been expanded from 16 to 47 members, and all of the targeted Palestinian Authority ministries (health, education and social affairs) have committed to working with our coalition in formulating and monitoring their respective budgets.

OPTI's partner WCLAC reached a number of women via its leadership development programme. Young women political activists were twinned with politicians and decision-makers for shadowing opportunities. WCLAC also launched a campaign supporting women's political participation. The campaign's specific focus was on increasing women's quota in decision making positions in political parties.

Another partner, WAC, was also able to reach women under its initiatives to support women's leadership. WAC launched a website and an electronic forum to link women's organisations and allies in Gaza with their counterparts elsewhere in the MENA region.

Miftah has developed a specialised training manual on good governance and democracy, including women's rights and political participation. Miftah has also organised shadow opportunities for young women activists with politicians and decision-makers.

Consultation with Dutch bilateral assistance and that of other donors

Oxfam Novib met the head of the Dutch Representative Office and the head of development co-operation to brief them on the two programmes to be started in the next fiscal year and get their inputs and advice. There was appreciation for the work planned, both under conflict and fragility and tax justice. Oxfam Novib is also in contact with the donors consortium comprising the Dutch, Norwegian and Luxembourg governments on good governance, with the aim of coordinating our support on tax justice and budget monitoring work.

Oxfam Novib has been in sporadic contact with the Royal Netherlands Embassy in Israel for policy briefings and advocacy work.

The country office has a good working relationship with the Swedish consulate in Jerusalem, who have shown interest in our conflict transformation programme, and DANIDA, who have shown interest in our tax justice programme. We also have good relations with the Norwegian Representative Office, co-funding the same local partner and overlapping on budget monitoring.
We were invited by the Canadian Representative Office in Ramallah to a closed round table on women's economic empowerment, to share some of the methodologies Oxfam is piloting.

3.7.8 South Sudan

Oxfam

As part of the Vision 2020 transition process, a document was drafted recommending Oxfam Novib partners to the Oxfam 2020 structure in South Sudan. This document was finalised in November 2015. All partners were assessed and four partners were deemed very strong – a good indication of how, with the support of Oxfam Novib, local civil society organisations have become stronger.

Alignment with civic organisations

As the programme lead in governance in South Sudan, Oxfam Novib supported partners in ensuring civil society representation in the peace process held in Addis Ababa, Ethiopia. The establishment of CSO networks at country and state levels facilitated collective discussion and pushed forward a common agenda for civil society. Two partners – South Sudan Law Society (SSLS) and Institute for Promotion of Civil Society (IPCS) – facilitate civil society networking in various areas.

South Sudan's civil society faces serious challenges with regard to shrinking space for free operations and association. The government introduced and signed into law a bill that restricts I/NGOs operations in the country, as well as laws on national security and restrictions on the media, who experience intimidation.

Relevance in relation to government policy

The overall vision for civil society engagement in South Sudan is to support the South Sudanese people in building a united and peaceful country through improved security and protection, inclusive governance and enhanced living conditions for all. It is an integral part of driving South Sudan in the direction of constructive relations and regional and international cooperation with a special focus on security, peace and human rights. While important progress was attained in the early years of independent statehood on social and economic development and initial political and security reforms, unsettled scores from the past threw the country back into war. Taken together, these factors continue to pose a threat to international peace and security and have left South Sudan with acute symptoms of a failing state. This includes a central government seen as illegitimate by large parts of the population, a plethora of armed movements undermining the nation state's monopoly on security, absence of law and order, displacement of almost one-fifth of the civilian population, widespread and serious human rights violations, ethnic targeting, and weak public institutions and services. Most public institutions have limited capacity and lack inclusivity, accountability, transparency and legitimacy to act as a social bond between the population and the nation state authority and to promote social cohesion – though important differences remain at national and state-regional level. The extremely low levels of social welfare and the pressing challenges of meeting basic needs continue as underlying drivers of communal conflict and violence. South Sudan's complete dependency on oil has overshadowed the development of other economic potential and the private sector faces very difficult conditions in doing business. Corruption is pervasive. Furthermore, South Sudan is severely affected by seasonal and recurring natural disasters. Civil society has gradually emerged as a stronger voice, yet is mainly focused on humanitarian relief.

South Sudan faces security and protection challenges, is a difficult human rights environment especially for women and girls, and is experiencing massive poverty and a chronic humanitarian crisis. Civil society organisations in South Sudan implement programmes aimed at addressing the stated challenges that conform to the government policies; however, the laws and regulations imposed by the government limit their space to effectively implement these programmes.

Consultation with Dutch bilateral assistance and with other donors

in 2015 much effort was made to improve the relationship with our main back donor with the Royal Netherlands Embassy in Juba, and harmonise our programming between Oxfam and the Dutch government. Strategic meetings were held over the last half of the year. The Netherlands remains one of the most important European donors in South Sudan. Dutch Trade and Development Minister Ploumen has visited South Sudan on two occasions, in February 2013 and September 2014 (Juba and Yei). The second visit came after a decision in early 2014 to suspend development-related financial assistance that was being channelled through the central government in Juba, mainly due to unaccounted-for government aid spending. This meant that programming of development funding became more complicated, and the balance shifted towards humanitarian assistance. In May 2015 the minister wrote an extensive letter to the Dutch parliament outlining the MFA's engagement in South Sudan. This was followed by questions in parliament and another letter in July 2015. The below issues were raised:

The Dutch government will continue to fund UNMISS until at least the end of February 2016.
In 2015, EUR 13.4 million was committed to humanitarian assistance in South Sudan. This brings the total Dutch contribution to humanitarian work since 2012 to EUR 50.2 million. Partly thanks to the Dutch government, 56% of the Humanitarian Response Plan (HRP) had been covered as of July 2015.

The IGAD-led peace talks will be funded with EUR 300,000, as well as technical assistance provided by Dutch experts – partly because of this assistance, a (fragile) peace agreement was reached in August 2015.

Given the current unstable situation, no new Multi-Annual Strategic Plan (MASP) will be launched. However, there will be a shift back to development work, whilst continuing humanitarian assistance. Both will still not be channelled through central government and no targeted state-building/governance activities are envisaged until the peace agreement has proved to hold (although individual projects might have governance components in them).

The letter outlines on which sectors the embassy will focus, basically an update on strategic priorities since the last MASP was approved in 2012. All projects and programmes must contribute to peace and security in South Sudan and all funded projects must include additional conflict analysis. The sectors of embassy interest are:

- **Peace and conflict sensitivity**: here the embassy seeks to focus on stimulating stability and eliminating underlying conflict factors. Special focus lies on reconciliation activities. Additional funds have been set apart for community safety, which is currently being implemented by Saferworld. Access to justice and rule of law will also see investments. The second phase of the reconstruction tender (now ARC – see below) will also contribute to this sector.
- **Food security and the private sector**: the focus will be on increasing agricultural production and boosting employment in the sector, to provide youth with an alternative to conflict participation. Geographically the Equatorias will be targeted through four main interventions: the South Sudan Agribusiness Development Programme (SSADP), a seed-development programme (SSDP4SS), a rural roads programme implemented by the World Food Programme, and a livelihoods programme implemented by IFAD. Adequate training/education, and the involvement of the private sector therein, in supply value chains has been identified as a gap in this sector. The embassy is currently speaking to IFC to combat this.
- **Gender**: strengthening the role of women in the peace and reconciliation process. South Sudan is one of the focus countries of the National Action Plan (NAP) towards the implementation of UN Resolution 1325.
- **Support to independent media**: financial assistance is being provided to Free Press Unlimited to support Radio Tamazuj to become a fully independent media actor.

The analysis of the above sectors demonstrated that there is much linkage with Oxfam's country strategy in South Sudan and work will now commence to harmonise with the Dutch Embassy and its implementing partners, to share best practices and be in a better position to attract funding.

Our own project engagement with the Dutch government and its embassy in Juba at the moment is through the reconstruction tender (South Sudan Peace and Prosperity Promotion programme), and Oxfam Novib supported Oxfam Intermon to secure funds for their humanitarian project in Bor, Jonglei, for one year through the Dutch MoA under a Dutch NGOs consortium (South Sudan Joint Response). At the beginning of 2016 the Strategic Partnership "Dialogue and Dissent" started, with the South Sudan team focusing on conflict and fragility. We were in the final stages of developing a proposal for the Dutch-funded Civil Society Fund in South Sudan, but ended up not submitting in December 2015. We submitted a concept note under the Addressing Root Causes (ARC) call at the beginning of March 2016. See below for more information on current and upcoming projects/opportunities. Currently, MFS financing is being completed for 10 partners. A legacy document capturing the lessons learnt from MFS and other programmes is currently being worked on as Oxfam Novib starts a new chapter in its engagement in South Sudan.

3.7.9 UGANDA

Oxfam
Of the original three affiliates involved in programming in Uganda (Oxfam Novib, Oxfam Great Britain and Oxfam Ireland) and hence involved in the SMS and roadmap development, only the executing affiliate (Oxfam Novib) remains in country and is responsible for the execution of the one country programme captured in the OCS (Oxfam Country Strategy) and aligned with the OSP (Oxfam Strategic Plan). The OCS as a one country programme was approved in April 2015.

In order to be able to deliver in the OCS, a COM (Country Operating Model) was developed which defined the minimum core staffing needed to deliver. The former contributing affiliates, Oxfam Great Britain and Oxfam Ireland, have transformed into partner affiliates and a few other affiliates have expressed interest in such a role (including Oxfam America and Oxfam Canada). The COM and the ensuing Country Transition Plan were approved in the final quarter of 2015-16.

Starting from 1 April 2016 the One Oxfam registration has been realised and Oxfam in Uganda will perform as one organisation.

Alignment with civic organisations
Oxfam has worked well with SNV on a number of initiatives including B-SPACE, with both organisations on the board of directors and steering committee, providing oversight to operations and management. B-SPACE is a company limited by guarantee registered as a social enterprise aiming at reaching out to the "base of the pyramid" constituency. Another area for collaboration is the AgriProFocus platform in Uganda (APF-Uganda), of which both SNV and Oxfam are members, providing financial and technical support. APF-Uganda is a network of individuals and organisations involved in the agri-business sector.

Oxfam has continued to work with Butterfly Works specifically on the AuraBits initiative – a youth-based social enterprise that uses ICT multimedia creatively to improve the lives of less privileged youth from non-formal settlements, where youth are faced with socio-economic challenges that hinder them from progressing in life and making meaningful contribution to their societies.

Relevance in relation to government policy
Oxfam, in collaboration ICCO and Uganda Governance Monitoring Platform (UGMP) partners, undertook an audit of the Africa Peer Review Mechanism (APRM) process and produced an analytical paper on achievements, challenges and lessons for the future. The findings were disseminated in a national civil society symposium on the APRM process in Uganda which brought together actors from academia, civil society, media and research agencies and was instrumental in triggering discussion on the value and contribution of the process. The APRM, for instance, can provide safe spaces for discussion on governance while also giving a framework for CSOs to conduct governance work. The key conclusion was that the APRM is an important tool for assessing governance in Uganda and Africa as a whole. The key recommendation was that APRM needed to be given a level of independence from the government to allow it function meaningfully.

Consultation with Dutch bilateral assistance and with other donors
During the year the Dutch embassy in Kampala was visited regularly for discussions and to provide updates on programme developments. This was often done with visitors from different affiliates (including Oxfam Novib), yet none of these visits resulted in funding from the embassy.

There was intensive contact with the embassy on the new strategic partnerships and possibilities of co-operation with other Dutch organisations. The "dialogue and dissent" workshops added value to the understanding of strategic partnerships and where Oxfam sits relative to other Dutch partnerships: it clearly is an odd one out, as all others have direct (national) partnerships and clear hands-on planning of activities, whereas Oxfam Novib is following the Oxfam Vision 2020 agenda of influencing.

3.8 Learning ability of the organisation / progress learning agenda

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

- Struggle for land, water and food
- Fair markets and financial systems
- Access to quality education
- Conflict transformation
- Access to information
- Women's bodily integrity

3.8.1 Struggle for land, water and food

1: How can the role of small producers be enhanced to address the issues of hunger and food supply of the growing world population?

- Self-owned cooperatives
- Negotiating gender equitable win-win situations, also with traders
- Make use of Sustainable Land Use Planning as part of the landscape approach
- Challenge the assumption that households are cohesive units (WEMAN-Genvad)
- Understand the internal dynamics of household decision-making (WEMAN-Genvad)

Self-owned cooperatives
Our aim is for small holders to have a larger share of profits, and the only way this can happen is by changing the models of business. One way to do so is strengthening the bargaining power of self-owned cooperative producers. Examples of enterprises that Oxfam played a part in are:

- Amul in India – owned by 3.6 million small-scale dairy farmers. Through Amul, dairy farmers own processing activities that allow them to capture the value created in the supply chain.
- Kenyan Tea Development Agency – wholly owned by 550,000 small-scale tea farmers, it has become a giant of the tea sector, with 66 tea processing factories. KTDA results in Kenyan tea farmers getting over 75% of the final tea price, much higher than farmers in neighbouring countries.
- Cafe Direct – founded in 1991 by Oxfam and others, it is one of the success stories and pioneers of the fair trade movement. As a company set up for the benefit of farmers in developing countries, it channels its profits back to the communities who produce its products. It also puts farmers on its board, sharing both profits and decisions with them. Whilst channelling value back to the people farming in developing countries, Cafe Direct has had great commercial success. It is now the fifth largest coffee brand and seventh largest tea brand in the UK.

However, self-owned companies should not be seen as the only solution and the role of traders should not be underestimated and discounted. "Middlemen" are often seen as the "bad guys" that need to be eradicated from the value chain. However, our WEMAN projects show that these traders have their own reality and their own functions in the value chain. **Negotiating gender equitable win-win situations between farmers, traders and larger buyers** can turn out to be a better solution than "skipping" intermediary traders.

Company-community 'FAIR' partnerships

Oxfam Novib has developed so-called FAIR partnerships between companies and communities based on our experience of projects that we implemented from 2010-2015 regarding empowerment of communities affected by land grabbing by palm oil companies, Sustainable Land Use Planning and strengthening the position of smallholders and plantation workers, and long term constructive work at the Roundtable on Sustainable Palm Oil.

One of the key learnings of these projects was that Sustainable Land Use Planning as part of the (integrated) landscape approach is essential for any activity in the area of sustainable palm oil. The mapping of current and planned land use at community level can identify (possible) land conflicts between communities and companies and can, at the same time, form a basis for their resolution. In addition, sustainable land use planning allows for

healthy diversification of incomes for communities and small-scale producers, in particular avoiding mono-cropping.

Another important learning has been that women's rights across the various project components that were implemented have often been assumed to be taken care of, whereas in reality project design, training and meeting formats often appeared to be male-biased and implicitly excluding women from participating.

Oxfam Novib has started to validate the concept with all stakeholders across the value chain of oil palm. In this innovative partnership, host communities for oil palm production have the freedom of choice whether or not to engage in palm oil production that is accountable and where the rules of engagement are transparent. Smallholders and their communities have improved benefits from the partnership; through training in agricultural practices and financial management their production will increase. In the partnership the rights of women, land rights, human rights and labour rights are respected. The company-community FAIR partnerships have a long-term character and are based on the landscape approach, resulting in a mosaic landscape with multiple functions giving room for both food crops and commodity crops.

The company-community FAIR partnership has yet to be demonstrated on the ground. While validating it with all stakeholders from the value chain and further co-creation of its roadmap and building blocks, the concept has already gained high interest from both large and smaller players across the value chain. It is expected that this interest will turn into long-term commitment.

WEMAN – GENVAD

Women's Empowerment Mainstreaming And Networking – for gender justice in economic development (WEMAN) finalised in 2015 one of its flagship projects on gender in value chains in Uganda, Rwanda and Nigeria. The GENVAD project led to remarkable changes in women's decision making power and control of assets, gender division of labour, more secure women's access to land, and a reduction in gender-based violence and alcohol abuse. In total 58,000 people benefitted directly. It boosted productivity and quality, negotiation power and business collaboration, leading to increased incomes, savings and productive assets. It strengthened CSO capacities and influenced government agricultural programmes in six countries to include GALS in implementation plans.

We learned through external evaluations and participatory studies of GENVAD that to improve the position of small-holders, it is very important to challenge the assumption that households are cohesive units. Often, when interventions say they target households, they in fact target only individual members of households – typically the male "heads" of households – on the assumption that benefits will naturally be felt by all other household members, because households are a cohesive unit, sharing goals, production factors and benefits. This assumption can be dangerously misguided.

The project showed that it is important to understand the internal dynamics of household decision-making: only by first understanding the norms, attitudes and behaviours that prevail within the household – on issues such as division of labour and making decisions about how and where to sell crops and what to do with the income – can programme designers hope to design interventions that will have the desired effect.

2. What is the role of traders in the food system and their influence on poverty?
- Concentration of power
- Bargaining low prices

Traders are an important intermediary in the global supply chains for food and beverage commodities. A study about who has the power in supply chains[19] revealed that the focus of these chains has switched from what the producers can offer to what the buyer requires. Farmers no longer produce first and then look for a market. Instead, large buyers decide what they believe the consumer needs, and organise the supply accordingly; traders translate these needs into demands to smallholder farmers and workers. The requirements and standards of buyers are driving a profound restructuring of agricultural chains, favouring the larger producers, exporters, manufacturers and input providers that can more easily meet their demands, at the expense of small farmers. In other words, value is increasingly allocated not to those who supply a physical product but to those who can control the information needed to make the global food chain work successfully.

This concentration of power in the supply chain makes weaker groups more vulnerable to poverty. In many regions, the living conditions of small farmers and their families have deteriorated hugely over the past two

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[19] http://www.fairtrade-advocacy.org/images/Whos_got_the_power-full_report.pdf

decades and have become unsustainable in many cases, as in the coffee and cocoa sectors. Oxfam Novib has also seen this in its work to improve the position of smallholders in the palm oil sector. In spite of the ever growing demand for palm oil, the price has gradually decreased. The low price has negatively affected both smallholders and plantation workers. A large group among the smallholders has not been able to earn a decent living with oil palm production, not only because of their limited skills to grow oil palm but also due to low prices. Sustainability certification has so far only helped a fairly limited group of smallholders get price premiums. Especially Chinese and Indian traders buy uncertified palm oil as the customers in their countries are not yet aware of the bad practices in non-certified palm oil production, where large scale land grabbing has resulted in food insecurity and where landless people have had no other option than to become plantation workers with their only (low) income being from their work under unfair circumstances on the plantations.

Rather than minimum pricing or premiums, Oxfam promotes fairer pricing and diversification as part of its call for FAIR company-community partnerships. Traders play a key role in enabling such paradigm shifts. Meanwhile, an estimated 90% of global palm oil trade is covered by new commitments of multinational traders (notably Wilmar and others who have followed their move) and sourcing by brand companies (including Behind the Brand companies) on "no deforestation" and "no exploitation". Implementation of these commitments is now crucial. Commodity markets and financial markets must continue to play an enabling role by a more structural supportive and engagement role with palm oil traders and palm oil producers. Such different market partnerships enable different partnerships with host communities and the small scale producers in these communities.
Moreover, concentration of power also put larger buyers in a better bargaining position with governments and communities in securing access to resources (land and water). For example, hundreds of families in Cambodia's Sre Ambel district continue to fight for land from which they were evicted in 2006 to make way for a huge sugar plantation. Without formal title to their land — a reality for poor farmers in many developing countries — Sre Ambel's villagers face an uphill battle to secure a just solution that provides the means to support their families. Ultimately solutions in Sre Ambel will be driven by community leaders like Sok Phoeurn, by Khon Kaen Sugar Industry (the company most directly involved), and by the Cambodian government. Oxfam has supported, and will continue to support, the ongoing effort of local partners, allies, legal experts, and others to seek a just resolution in Sre Ambel.

3: Are the various approaches making international production chains more sustainable effective and do these approaches garner commitment from the actors in the chain?

WEMAN
The WEMAN project taught us that value chain development programmes have the potential to address root causes rather than symptoms of inequality and disempowerment of women. The advantages of combining a gender transformative approach such as GALS with these programmes lie in personal capacity development and empowerment, joint household decision making, changing power relations, and a focus on the sustainability of the actions and changes that take place. Moreover, production and marketing function better when decision-making is in the hands of those most knowledgeable about the production process, and investments are more effective when based on the judgement of those most involved and knowledgeable. When the women do the work and have the knowledge, it is important to target them explicitly. If programmes reach less than 50% women, they should be more ambitious.

Behind the Brands
In 2013, Oxfam launched the Behind The Brands (BtB) campaign, an index-based campaign mobilising consumer power through social media and with an evidence-based scorecard tool to encourage a "race to the top" in the food sector. It ranks the biggest international food and beverage companies on the strength of their policies on transparency, women, agricultural workers, farmers, land, water and climate change. The aim of the campaign is for the "big 10" to improve their policies and practices in their supply chains in order to create a sustainable global food system. The change of policies of the big 10 is a first – but necessary – step in making supply chains more sustainable. After big brand companies have taken on policy commitments, the second tier of change where Oxfam has started to monitor impact is at the level of traders and suppliers.

Behind the Brands has now seen the first evidenced commitments from traders where we can draw direct attribution to our interventions. Aside from influencing governments and multilateral processes we have evidence of the following traders and sugar suppliers being actively engaged by Behind the Brands companies on land policy; Illovo, Mitr Phol, Tate and Lyle, Bunge, Usina Trapiche, and KSL. In the case of KSL, Usina Trapiche, Illovo and Bunge, Oxfam is additionally monitoring how the companies are engaging in the resolution of six land controversies (two in Brazil, two in Cambodia, one in Maragra, Mozambique, and one in Malawi). Illovo sugar, Africa's biggest cane sugar company and second biggest worldwide, committed to a zero tolerance approach to land grabs in 2015 due to downward pressure from Coke and others because of Behind the Brands. The companies themselves are publicly reflecting on the implementation challenge – this kind of public communication indicates the seriousness with which they treat engaging suppliers. Coca-Cola, in relation to its

land rights commitments, published the following: *"We certainly do not have all the answers, but our approach is to continue to learn, be open and transparent, and provide the Coca-Cola system and our suppliers with a practical path that better enables us to recognize and safeguard the land rights of communities and traditional peoples."*

4: How can the capacity of civil society in the South be strengthened to effectively influence the policy and practice of governments and companies in favour of small producers and the food security of the rural population?

- View gender as a strategic issue, not as an add-on
- Support CSOs in using complaints mechanisms
- Provide long-term support
- Promote Voluntary Guidelines on Land Tenure

WEMAN: View gender as a strategic issue, not as an add-on

Often, value chain development programmes are primarily designed to focus on crops, products, technologies and formal procedures rather than household dynamics – then, to satisfy gender experts, additional elements such as labour-saving technologies for women are introduced. While the importance of these elements is not to be discounted, gender considerations should be much more fundamental to project design. Gender roles, relations and inequalities need to be included as strategic issues, and not as add-ons. Programme designers and implementers need to view gender justice and social inclusion as prerequisites for translating value chain development into poverty alleviation and local economic growth.

Developing gender-centred policies will generate social benefits and ensure higher production and productivity in agriculture. Markets and value chains improve when the factors of production are used more effectively and in optimal proportions at household level, paying attention to gender issues. Together with the social justice case for gender equality, this justifies a more strategic gender approach including care issues in VCD programmes.

Community-led approaches to transform gender relations and norms can be brought to scale within project timeframes. Although it requires a concerted effort using the right approach and appropriate resources, increased costs are compensated by deeper impact, peer replication and potential uptake, and strengthened sustainability.

Land Rights: Provide long-term support, support CSOs in using complaints mechanisms, promote Voluntary Guidelines on Land Tenure

Oxfam has contributed to the resolution of four long running land conflicts related to investments by multinational companies in Uganda and Indonesia, first highlighted in September 2011. A deeper initiative will be undertaken in 2016 to learn from the experience, to be shared with other country teams for future work. What is already clear is that supporting a community can be a long term investment which involves risk management and is characterised by limited external communications, which limits opportunities to learn during the process. In all cases there was a sustained investment in support and accompaniment to communities over a period of three or more years.

Civil society organisations (in both North and South) have a crucial role to play in influencing government and companies in policy reform and ensuring they have suitable complaint mechanisms in place to deal with concrete cases where communities were subject to injustices. Southern CSOs can be strengthened on how to register complaints with these complaint mechanisms. In many cases, Oxfam goes along with CSOs. Two examples are:

Case: The International Finance Cooperation (IFC).
In advocating for the IFC's reform of financial intermediary lending, a key strategy is to bring land cases in which the IFC is involved to its Compliance Advisor Ombudsman (CAO), an independent recourse mechanism of the IFC. Oxfam supported affected communities and facilitated an IFC-supported project in Guatemala to file a complaint with the CAO. A related briefing paper on IFC financial intermediary cases was launched at the World Bank Spring Meeting in April 2015.

Case: The Sanggau land case, in the district of Indonesian Borneo.
The decade-long land conflict case between these communities and the plantation subsidiary of Asian multinational trader Sime Darby had been brought for mediation with the Round Table of Sustainable Palm Oil (RSPO). Alongside local partner organisations in Indonesia, Transformation for Justice (TuK) and Friends of the Earth Indonesia (Walhi), Oxfam raised the case with the RSPO when the plantation was recommended by a third-party auditor to receive RSPO certification even though the conflict was unresolved. RSPO has acknowledged and addressed weaknesses in its auditing system and mobilised its Dispute Settlement Facility to mediate a solution for the communities. In addition to pursuing this individual case, Oxfam is maintaining pressure on the RSPO by providing suggestions for the further development of the mediation facility and the improvement of social auditors, through its work in the RSPO working group on human rights.

Of the communities' 14 demands, 13 are now being addressed by Sime Darby. However, the most crucial question is pending: will their land be returned to them after 25 years of planting by Sime Darby or will it revert to state ownership? Discussions are ongoing with the company that might result not only in the return of the land to the communities, but in the case being brought to the Indonesian government as an exemplary alternative to the current persistent tenure model of acquiring community land. Alternatively, land ownership might remain with the communities who would lease—rather than sell—their land to the private sector for a set period of one plantation cycle (25 years). Oxfam, TuK and the communities are awaiting this decision at the time of writing.

The Voluntary Guidelines on Land Tenure
The Voluntary Guidelines on Land Tenure (VGGT) are seen by many as a useful tool to engage multiple stakeholders in the reform of land governance, and Oxfam has been promoting their use in various places. Oxfam also ran a series of pilot activities in two countries in collaboration with the UN's Food and Agricultural Organisation, which is running a programme to promote the VGGTs. In Malawi the pilot was successful in engaging civil society organisations in a wider multi-stakeholder process, while in Niger less progress was made, despite civil society interest in the VGGTs. The key to impactful programmes promoting the VGGT seems in part to be the presence of proactive engaged stakeholders in country, including donors, government and UN agencies.

3.8.2 Access to quality education

Oxfam Novib, Butterfly Works, HIRDA
1: What are effective strategies and methodologies that have delivered good education, especially for girls, in different contexts (e.g. fragile states), with emphasis on quality, that actually change behaviour and promote active citizenship?

The Quality Educators for All project started in 2010 with a strong collaboration between the International Teachers Union (Education International) and Oxfam Novib. They initiated a thorough analysis of the role of the competence-based profile in teachers' improvement in eight countries around the world. Based on that published study, they developed two pilot projects, one in Uganda and one in Mali. The strength of the project and its impact on education system in Mali and Uganda is due to five major ways of working:

- The democratic and accountable management of organisations and their projects. The continuous monitoring and sharing of results is critical not only for the achievement of results but also for the relationship between the actors. It gave everybody the opportunity to feel part of and to be able to influence the project if necessary. The project's shared evaluation and learning events gave all participants the opportunity to adjust the project for years II and III. The last event was to evaluate the project.
- The importance of the relationship between the different actors and partners of the project. During the whole project, all actors, (government, SNEC, COSC-EPT, Oxfam Novib and EI) played a representative role towards this project on behalf of their constituencies. Their fruitful collaboration was reflected in the solid results. The influence on the integration process of ECOM teachers into the national public service resulted finally in 481 (16% women) teachers integrated in the pubic system. A second result is the standardisation of status of teachers through the integration of community teachers in the state public service by a commission composed of government people and persons from civil society who represent teachers.
- The training was done at different levels: not only ministry staff, but also trainers within the Teacher Training Institutes (TTI), educational inspectors and decentralised ministry staff were trained in new developed modules. From now on, not only students in the TTI will be trained in the new developed modules, but also the education inspectors, who are responsible for monitoring and support on the job, are trained in the new ways of working and new content.
- The capacity to mobilise members and organisations that have the same goals (networking). Teacher unions are incredibly strong and quick in mobilising their members. Together with the civil society partners of Oxfam Novib, there was a great fishing pond of allies during the project.
- As stated above, the fact that the project's methodology was based on a thorough analysis and accessibly-presented study was also a strength. It was possible to show countries and donors the baseline, and reflect on it with new partners and stakeholders.

2: How can we promote further access to quality secondary schooling for girls? What effect does the use of new technologies and social media have in promoting more access to quality secondary schooling for girls?
After the evaluation of the Mali and Uganda projects, both countries developed new projects.

Use of video: In Uganda they wanted to continue with the use of video material in teacher training to improve the teachers' teaching methodology. Videos of teachers were taken and discussed within groups of teachers from individual schools, while videos of good practice in teaching were sent to others to learn from. Videos were

particularly useful because Northern Uganda is still an isolated region – support from tutors and monitoring of teachers is not very frequent, and on-the-job learning hardly exists, so learning with new materials and in groups could fill the gap.

Teachers' material on mobile phones: In Mali, at the end of 2015 a new project was developed to develop material for teachers on mobile phones. This will give teachers the opportunity to learn from their phone instead of relying on tutors and inspectors to pass by. This is a special solution for remote regions such as Ségou (the project region in Mali), which are difficult to access especially during heavy rains and heatwaves.

Besides the training material to be introduced in a digital version, the projects will continue using the "Most Significant Change" participatory video monitoring tool. This involves collecting on video stories of change from young project participants, to measure the change in their lives. The results are easily shareable and avoid lengthy reports on impact which often go unread, helping to lobby stakeholders to implement the new methodology. The videos made in 2014 were also shared in international meetings and on websites.

3: How can the participation of parents and youth in planning, implementation, monitoring and evaluation of educational activities be promoted?

In the next phase of the project in Mali it is recognised that parents should play a more responsible role in the project. This came up in the end evaluation as a weak point in the project from 2012 till 2015. Parents are organised in Parents' Associations, a representative of which is part of the School Management Committee. They are a specific target group and participate in the monitoring of teachers in the new project that started on 1 February 2016.
Youth will participate and have a major role in the Most Significant Change participatory videos, which can be used for external communication and therefore influence the quality of not only the teachers but the whole education system.

Oxfam Youth Programmes
An Oxfam Youth Programme Development Workshop was organised in Istanbul, Turkey, in June 2015. Oxfam country office staff and youth representatives from 21 countries from Latin America, Africa, Asia and the Pacific, and four Oxfam affiliates (Australia, Québec, GB and Novib) came together to learn how to co-create youth-led multi-country programmes, among others on the basis of the Young@Heart methodology.

An important lesson to bring forward here is the crucial importance of meaningfully involving young people from the start. This has come out very strongly in the Young@Heart project implementation in Uganda and Vietnam, the My Rights My Voice programme and the Istanbul workshop. There are excellent opportunities to build on the creativity and energy of young people, and to meaningfully involve them in programme development. Some other lessons captured during this event were:
- Tensions can grow if the organisations or partners we work with engage with young people at a different level from Oxfam (in terms of Roger Hart's 'Ladder of Participation'). It is necessary to be clear on objectives for participation from the start.
- Ensure participation of disadvantaged rural and urban youth by actively reaching out to them.
- Do not impose interventions or make assumptions about youth needs. Instead, youth ownership should be promoted throughout a programme or project as part of a broader youth engagement strategy.

My Rights My Voice: Including young people in programme monitoring and evaluation
My Rights My Voice, a youth-centred, rights-based programme in eight countries, has for example successfully involved young people in programme monitoring and evaluation. Young people themselves have emphasised the importance of being involved in every stage of the programme cycle, right from the design to its implementation, monitoring and evaluation.
For the global end-evaluation, MRMV youth in Mali, Vietnam and Pakistan were trained as peer-evaluators. They worked alongside an experienced evaluation consultant to collect data from their peers and other actors such as teachers, school managers and community members. The young people used several interactive tools and successfully presented their findings during a feedback session with Oxfam staff and partners. The results will directly feed into the overall evaluation report.

In Afghanistan, young people have continuously monitored basic services in their communities. They collected data on topics such as the quality of health services and sanitation practices in local hospitals and the enrolment rate of girls in local schools. Youth groups have set up meetings with local government officials to hold them accountable for the results of these monitoring visits.
The above experiences have taught us that, in order to promote youth participation in planning, monitoring and evaluation, the following is needed:

- Use methodologies that are attractive to young people (e.g. video recording using mobile phones, social media, visual data collection methods).
- Equip young people with the skills to design and apply several data collection tools. Give them sufficient training and create safe spaces to experiment and put into practice their newly gained skills.
- Encouraging youth to participate in planned project activities is necessary but not sufficient. Give youth significant responsibility to actively coordinate certain activities so they can build their capacity; this will result in benefits far beyond the project lifetime.
- Go beyond the core group of the Youth Advisory Boards and involve a more diverse set of young people. Define clear strategies to reach youth from both urban and rural settings. This requires adapting existing tools and methodologies to different levels of literacy and schooling.
- Discuss how child/youth protection and safeguarding policies apply to a specific country context. Request permission from parents and define strategies to mitigate risks for all youth and children involved. Have a contingency plan to address issues in case something does not go as planned.

Young@Heart

The Young@Heart programme aims to provide youth with the capabilities to openly, freely and effectively use their energy, skills and creativity to influence structures and behaviours to assert their rights. Youth as active citizens hold the power to influence decision-makers, public attitudes and beliefs and increase public involvement in youth rights. In 2015, this project started with a pilot to test an innovative methodology to truly co-create with youth around the world a coherent and mutually reinforcing youth programme.

The pilot phase taught us the following:
- Whereas the Young@Heart project was (on purpose) set up without specific thematic direction, the Uganda team found that a specific livelihoods focus would give the project more body.
- In Uganda, the project was mostly seen as a methodology; in Vietnam it was more seen as a stand-alone project. In other words; including young people in every aspect of the project and promoting active citizenship is a goal in itself for the Vietnam team while it is a means to a different goal for the Uganda team.
- Stronger connections between the three labs (exploration, innovation, influencing) would have given the project more coherence and consistency; this means devising a strategy to engage young people for a longer time throughout the project implementation.

3.8.3 Conflict transformation

1: What are effective strategies to prevent, manage and end (local) conflicts?

- Have a proper and comprehensive gendered conflict analysis that defines the driving factors of fragility while designing programmes and policies.
- Project implementation ambitions have to keep ongoing conflict in mind.
- Building strong relationships, open communication processes and a robust infrastructure for programme delivery.
- Work with local partners in emergency responses.
- Security sector development programmes should be approached holistically, including justice and accountability mechanisms that hold security structures accountable.

The importance of conflict analyses

The recent conflict assessment of Rakhine state in Myanmar provoked the comment *'it cannot be business as usual'*. The study highlighted the need to integrate conflict sensitivity and conflict transformation works into the ongoing programme. Oxfam's work in Yemen also validated how essential it is to have a proper and comprehensive conflict analysis that defines the driving factors of fragility while designing our programmes and policies. More than ten years of on-and-off conflict in Yemen, and the tribal nature of the violence, resulted in an increasing polarisation and politicisation of Yemeni society, with local and national NGOs no exception. A proper power analysis for verification of our partners' neutrality and impartiality, and ensuring that public messages factor in the potential risks, steam from this reality.

A sound risk and **conflict analysis also depends on** engagement with women, men, girls and boys in the local communities in order to develop a genuine human security approach responsive to the needs of all citizens. It is important to implement a gender, peace and security approach and gendered conflict analysis in all conflict transformation programming, as well as standalone Women, Peace and Security (WPS) programming in developing a more holistic approach to understanding and addressing the gendered dimensions of conflict.

Through community level conflict transformation work in countries such as Afghanistan and Pakistan, we consistently see the value of an including women and men by specifically targeting them to be part of the

process to help solve local conflict and prevent further conflict. The importance of an inclusive approach to security sector reform has been highlighted for example through our work on the Bayan project in Afghanistan, particularly in terms of training and assisting in a more inclusive way, and focusing on the 'software' of security sector processes. It is not enough to create the infrastructure; we need to better understand how that infrastructure is filled.

Looking at the 'preventing violent extremism agenda' through a gender, peace and security lens is going to be increasingly significant for Oxfam Novib's work in conflict and fragile contexts.

Building strong relationships, open communication processes and a robust infrastructure for programme delivery

Myanmar Durable Peace Programme: After one year of implementation of the Myanmar Durable Peace Programme, we learned a number of valuable lessons. At the management level, we realised the importance of building strong relationships and open communication processes with consortium members. These relationships have proven to be critical for ensuring Oxfam is effective as consortium lead. All consortium members speak freely and regularly communicate with Oxfam and multilaterally, thus aiding programme adaptability to changing dynamics.

Next, taking the time to set up a robust infrastructure for programme delivery has also been essential. Despite some delays, the time spent on setting up this infrastructure was important, as implementation is picking up pace and synergies between consortium members are increasing, such as extensive collaboration on peace and civic education activities. In terms of technical assistance, the programme prioritises capacity development and participatory approaches to deliver long-term capacity improvements for consortium members, thus increasing each organisation's potential to self-manage programmes in the future.

The Durable Peace Programme is now scaling up implementation and increasing its focus on knowledge management and learning. As the context in Kachin is very dynamic and fluid, cultivating an environment of learning and critical reflection will be essential to ensure the programme adapts to the ever changing context, such as changes in the intensity of conflict, possible returns of IDPs and the broader peace and democratic processes that are underway in Kachin.

The first year of the programme is promising, but after only one year of implementation it is too early to assess if the programme and approaches used are a success overall.

Green Village Fund: Related to the above lessons about successfully managing programmes was an issue that emerged during the reporting period was while implementing the Green Village Fund in conflict-affected areas. In this project, partners faced challenges and delays in those villages. It was a useful learning that project implementation ambitions have to keep ongoing conflict in mind.

Work with local partners in an emergency response

The internal evaluation of Oxfam's emergency response in the north-east of Nigeria affirms good relationships with other actors, and membership and leadership of various cluster coordination groups as key factors to enable the success of the response. Oxfam and its local partners' presence, engagement and professional contribution have been noted on several occasions by OCHA, states and national emergency management agencies. This has set Oxfam up as a key actor and reference organisation in the humanitarian sector in the north-east of Nigeria.

Oxfam's approach of working with local partners assisted in ensuring the interventions' success, as their local knowledge and relationships with traditional leaders and village heads enabled easy validation of beneficiaries where rapid change in context and the mobile nature of IDPs is often experienced. Working with local partners and recruiting volunteers from target communities assisted Oxfam in tracking IDPs in areas of displacement. The Oxfam OSP outcome reporting analysis showed that in Oxfam's humanitarian work, Oxfam strongly advocates for the link between emergency response strategies and development programmes. Oxfam has proven to be very strong on sector coordination, often leading or co-leading sector working groups. Further, Oxfam has demonstrated its commitment to evidence based humanitarian responses through different mechanisms, as well as contributing knowledge to humanitarian coordination systems. To consistently ensure high-quality responses, and particularly in situations where Oxfam does not have a presence, Oxfam needs to ensure its added value role is clear and decisions are made in a timely manner.

Support diverse civil society

The conflict assessment of Rakhine state, referred to above, also showed that it is important to support diverse civil society (not only CSOs) to become more resilient to violent conflict. CSOs need to be better able to resist pressures for violent mobilisation and have improved capacity/opportunity to manage non-violently the conflicts and tensions that are part of societal development.

Holistic 'rule of law approach'
Partner consultations in Somalia, Afghanistan and Pakistan taught us that security sector development programmes should not be approached in isolation from an understanding of the justice and accountability mechanisms that hold security structures accountable. It is important to take a more holistic 'rule of law approach' that links these elements together.

2: How can we effectively use the voice of civilians in conflict areas to bring about policy changes?
- Support particularly vulnerable/ marginalised dissenting voices on women, peace and security.
- Advocate 'women leaders' and not just 'women's rights leaders'.
- Make sure that the influx of a large number of development agencies and private sector investment does not marginalise local civil society organisations.
- Provide long-term core funding and organisational capacity building to NGOs with a legitimate voice.

Women, Peace and Security
Our work on WPS consistently shows the importance of supporting dissenting voices on women, peace and security as they are particularly vulnerable/marginalised. Last year in Afghanistan, for example, about 200 women's organisations were closed because of a lack of resources and funding. In addition, we have learned that qualitative participation and quantitative participation should go hand in hand. Many of our women's rights partners are calling for increased support to women leaders, not just women's rights leaders – i.e. women who are involved in all aspects of the peace process and not only those seen to be 'women's concerns'.

Myanmar Programme Review
A Myanmar programme review brought us the interesting observation that although the country opening up would ease the operating environment for NGOs, the influx of a large number of development agencies and private sector investment would marginalise local civil society organisations. There was a fear that increasingly INGOs were using the local NGOs as service providers, where INGOs win proposals and some activities are sub-contracted to local NGOs for implementation. The perception is that as the country moves out of isolation, partners feel they have less autonomy and independence and have less political space to lead and implement their own development agenda.
The review also revealed that partner NGOs highly appreciated Oxfam Novib's ways of working in the past, where development agendas were driven by the partners themselves. Meanwhile Oxfam Novib's flexible funding also contributed towards building strong civil society organisations. Some of the civil society organisations that Oxfam Novib had supported have emerged as among the biggest and most influential in Myanmar. They are now able to negotiate and advocate with government and ethnic armed groups on a wide range of issues including environment, livelihood and land rights, education and health, women's issues, humanitarian responses and peace-building.

While Oxfam Novib's provision of core funding and organisational capacity development has given CSOs a strong foundation to continue into the future, from the perspective of financial sustainability Oxfam Novib perhaps did not put enough energy or resources into developing exit strategies to ensure partners were able to develop strategies enabling them to continue operations once MFS funding came to an end.

The partnership model that Oxfam Novib had adopted was seen as more equal, respectful of each other and independent in decision making. Partners appreciated the fact that Oxfam Novib was willing to share risks. More importantly, longer term funding allowed partner organisations to invest in organisational development and long term planning, which in turn contributed to their robust growth. An important recommendation from the review team was to maintain Oxfam Novib's partner portfolio, as it is an extremely valuable asset for future programming in Myanmar together; this highlights the importance of flexible funding and the need to lobby private and institutional donors to find this funding, for which Oxfam is well positioned.

3.8.4 Access to information

Last year, we reported that we have learned that A2I must be part of a larger dynamic of governance and practical programme development experiences and that we no longer address it as a standalone theme. The Oxfam confederation's Knowledge Hub on Governance and Citizenship, hosted by Oxfam Novib, has taken Oxfam Novib's lessons learnt from A2I, as reported in previous years, to the wider Oxfam confederation.

The Knowledge Hub on Governance and Citizenship is one of five Oxfam Knowledge Hubs, dedicated to making information and knowledge visible and accessible to our partners and allies in order for us all to be able to make better decisions and choices, and achieve greater impact in our programmes. The **Oxfam Knowledge Hub on Governance and Citizenship** focuses on civil society space, tax, budgets and active citizenship. The Knowledge Hub works intensively with 19 country teams, and connects to another 29 on a regular basis. The current network has 250+ people.

The key learning activities and outputs of this Knowledge Hub in 2015-2016 include:
- Three multi-country **learning events** (one global and two regional) bringing together staff and partners to work together in clinic-style set-ups to better understand the challenges of shifting space for civil society and sharpen our tax, budgets and citizen participation programmes.
- Regular **global communication** and **knowledge sharing** (digital, peer-to-peer, global working groups on strategic topics, running seminar series)
- **Maintaining our institutional memory**: documenting and gathering evidence of our impact of how we have achieved change and curating internal and external resources on governance and citizenship work. This includes producing case studies, research briefs, identifying and sharing tools.

3.8.5 Women's bodily integrity

In 2015, we focused on the following learning question: *Social norms and women's bodily integrity: how can we improve our programme strategies to change social norms?* In order to find answers to this question, we implemented a learning trajectory through a series of webinars in which we combined presentation of research documents with sharing of experiences from Oxfam Novib country offices and partners.
The following Oxfam projects were essential in harvesting the learning:
- The Participatory Methodology: Rapid Care Analysis. This methodology facilitates projects to assess care work in rural and urban communities, and to discuss options to reduce and redistribute care responsibilities more equitably.
- WEMAN - Women's Empowerment Community Lead Gender Action Learning System (GALS) Methodology. This project challenges attitudes in public and private institutions, questioning power relations within families and communities.
- That is no way to marry! This project addresses and challenge social norms regarding child marriage.

The main conclusions of this learning trajectory are:

What are social norms and why are they important?
- Social norms are constituted by an individual's beliefs about others: about what others **do** and what others **expect him/her to do**.
- Social norms exist within a **reference group or network**.
- Social norms involve highly **interdependent** actions and beliefs which require most, many, or enough people to obtain stable **change**.
- Interventions targeting **individuals** and leading to **changes** in individual attitudes and behaviours do not necessarily have an effect on underlying social norms.
- **Personal attitudes** can differ from social norms.

Identifying and analysing social norms
- Standard questions in surveys are insufficient to tell us much about social norms.
- Research should focus on questions about not only an individual's attitude, but also their beliefs about what other people do and what other people expect them to do.
- A high variation in certain practices between regions and a high discrepancy between stated attitude and behaviour can be an indicator of a social norm.
- Asking people what would happen if they did not comply with the norm can also help us verify whether a social norm is driving their behaviour.
- A social network analysis can help identify important people or institutions that support a social norm.

Considerations for successful interventions
- Successful interventions are participatory, multi-component and include skills building (not only awareness raising).
- Interventions need to move beyond changing individual attitudes and behaviours to changing social expectations.
- Building a new norm can often be easier and more strategic than attempting to dismantle a harmful one. What is needed are new "scripts", fresh perspectives and worldviews.
- Defining the reference group, those individuals who matter most, defines who must be targeted by the intervention.
- It is important to communicate change (through testimony, organised diffusion and pledges) as norms and behaviours begin to shift in an initial core group: in other words, make it public!

3.9 Development of IMPACT alliance

While alliance partners worked on output and outcome targets for 2015, as reported in the paragraphs on the five aims, they were also preparing for the period after MFS2.

2015 was a year of intense activity for SOMO and its partners worldwide. Alongside of the regular work of the programmes, networks, and services, SOMO staff was engaged in intense and lively discussions about the theory of change, the current context of SOMO's work, and future directions. These discussions gave form to a new strategic plan, as well as to two strategic partnerships with the Dutch Ministry of Foreign Affairs as part of its 'Dialogue and Dissent' policy framework. Both the strategic plan and the partnerships cover a period of five years, beginning in 2016.

SOMO's new strategic plan reflects significant changes and windows of opportunity related to its work. SOMO made enormous strides in recent years in making the case that multinational corporations have a responsibility to respect human rights wherever they operate, both in their own operations and in those to which they are linked through business relationships. This principle, once so vigorously contested, has now gained widespread acceptance.

SOMO's programmes use diverse strategies and approaches, yet they all reinforce each other to help strengthen civil society to claim their rights, challenge the unsustainable strategies and practices of multinational corporations, and promote sustainable alternatives. In the new strategic plan, the programme structure is slightly adepted, bringing together under one umbrella the programmes on Energy and Extractives and Multinationals in Conflict-Affected Areas, along with our work on land, into a programme on Democratic Control of Natural Resources. Other programmes will be renamed to better reflect their aim: Human Rights and Grievance Mechanism will become Rights, Remedy, and Accountability, while Production and Consumption will become Sustainable Supply Chains. The work on food will be integrated into this latter programme.

In the last five years the partners in the IMPACT alliances complimented each other in their research and campaigning activities. It was a fruitful partnership in which SOMO became an integral part of Oxfam Novib's work, most notably on tax justice and land issues. With regards to the new policy agenda of the Ministry of Foreign Trade and Development Aid, Oxfam Novib and SOMO teamed up to work together in the next coming years in a partnership with the ministry. The work will focus on: Fragile States, Food & Land and Financing for Development.

Fairfood's strategy for advocacy towards the corporate sector is based on a "hot spot" model of clear country/product combinations. The hotspots are: Morocco/tomatoes, Nicaragua/sugar cane, Thailand/shrimp, Philippines/pineapple, and Madagascar/vanilla. Research is the first step in the hotspot strategy, followed by engaging with allies and local partners to advocate together for sustainability in companies and campaign against them when needed. Hotspots are also the core of Fairfood's new fundraising strategy.

Butterfly Works worked in 2015 on the implementation of its new strategy of becoming a social enterprise supplying interactive communications for social impact. In 2015 its client base was diversified to become financially sustainable through the sale of its services. As well as this new proposition. Butterfly Works worked on new communication and marketing materials.

In term of diversifying the client base, Butterfly Works has worked on assignments from Dance 4 life, Cordaid, Pax, Oxfam GB, ICCO and South Saharan Development Organisation among others. There were also working on proposals with Warchild and Simavi.

The cooperation with Oxfam works well, with staff in The Hague and increasingly also with staff in the countries were Oxfam Novib works. Butterfly Works and Oxfam work together on the LEAD proposal, for example, a three year project focusing on unlocking economic opportunities for young men and women in Egypt, Somalia and Nigeria. This proposal was approved by the end of 2015. Apart from that we also worked closely together on the programme development for a new youth employment, five year programme for a new donor.

1% Club changed its strategy at the end of 2013, positioning itself as a "do good" crowdfunding platform which allows people with smart projects to raise online money and knowledge. Thanks to the renewed strategy 1% Club is growing faster than ever and wants, after MFS2, to be financially sustainable by making world-improving ideas accessible to everyone.

The launching customer for the 1% Club's corporate social responsibility platform is Booking.com, the world leader in online reservations for hotel accommodations. The Booking Cares platform was developed at the

request of the employees themselves for Booking.com to make a contribution to society. It enables the 8,000 employees in 150 offices in 65 countries to put in their time, knowledge, skills and talent for a sustainable tourism project. Oxfam Novib is Booking.com's partner for emergency response: if catastrophe strikes somewhere in the world, all Booking.com offices fundraise for Oxfam. After the first six months of the Booking Cares platform, 65% of the company's employees are active and nearly 2,000 employees have participated in one of 168 sustainable tourism projects in 82 cities worldwide.

HIRDA is also working on its strategy, and had meetings with partners and staff in Somalia to discuss how to sustain their projects in the coming years. The strategy developed for 2015-2020 has three parts:
1. Continue the current social projects, which are the core of HIRDA.
2. Develop social business concepts: "meat and eat", seed supply and a business administration and accountancy school in cooperation with the Somali National University and HIRDA's incubators for youth.
3. Look for funding and cooperation with existing partners including partners as Oxfam Novib and Unicef, new partners, donors and in cooperation with the Somali diaspora and the Somali community

Control of MFS agreements
The IMPACT alliance continues to use Balanced Score Cards (BSC) as the mechanism for quarterly monitoring on outcomes and outputs, organisational processes, finances and innovation, from which information is derived for the monitoring report and the activity plan for the Ministry of Foreign Affairs.

The alliance is supported by a back office in Oxfam Novib for daily management. Contact persons have been appointed in each organisation to manage programmatic work. A joint intranet for information exchange (Basecamp) facilitates cooperation.

Annex 1 Financial Report

Table: Spent per Outcome Indicator (transfers in k €)

Program	Outcome Indicator	Intervention Strategy	Outcome Indicator	Spent (Transfers) 2015-2016
1	1	DAP	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	13,529
1	2	DAP	No. of **women and men** in rural areas using financial services such as credit, savings and micro-insurance and productinnovation services and marketing training	2,386
1	3	DAP	No. of **women and men** (small-scale farmers) using effective adaptation techniques developed by partner organisations	2,056
1	4	BCS	No. of partner **organisations** better able to communicate at the national and international levels the voice of people in rural areas living in poverty	4,016
1	5	BCS	No. of partner **organisations** providing financial services that are better able to reach the poorest groups with their financial services (especially women)	1,089
1	6	BCS	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	1,119
1	7	BCS	No. of globally working partner **organisations** with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations a	2,195
1	8	BCS	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	4,225
1	9	BCS	*has been cancelled*	
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 w	1,708
1	11	LA	No of **policy changes** regarding pro-poor markets and financial systems	311
1	12	LA	No. **cases** that reveal the contribution to functioning of pro-poor adaptation plans	96
1	13	LA	No of **policy changes** in internationally operating companies and international institutions on natural resources and biodiversity	1,615
1	14	LA	No of **policy changes** regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	5,398
1	15	LA	*has been cancelled*	
1	16	KIM	No. of **cases** (acedemic studies) on issues on struggle for land, water and food	538
1	17	KIM	No. of **cases** by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes	1,001
1	18	KIM	*has been cancelled*	
			Total program 1	**41,283**
			Direct Poverty Alleviation	**44%**
			Buiding Civil Society	**31%**
			Lobby & Advocacy	**22%**
			Knowledge & Information Management	**4%**

Program	Outcome Indicator	Intervention Strategy	Outcome Indicator	Spent (Transfers) 2015-2016
2	19	DAP	No. of **women and men** (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	3,215
2	20	DAP	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	6,002
2	21	BCS	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)	1,467
2	22	BCS	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	1,369
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	3,135
2	24	LA	No. of **policy changes** by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	2,073
2	25	LA	No. of **policy changes** by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	1,153
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)	823
2	27	KIM	No. of **cases** showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV	458
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	365
			Total program 2	**20,059**
			Direct Poverty Alleviation	**46%**
			Buiding Civil Society	**14%**
			Lobby & Advocacy	**34%**
			Knowledge & Information Management	**6%**

Program	Outcome Indicator	Intervention Strategy	Outcome Indicator	Spent (Transfers) 2015-2016
3	28	DAP	No. of **women and men** (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states	7,606
3	29	DAP	No. of **women and men** (women in particular) more able to protect themselves against disasters	2,594
3	30	BCS	No. of partner **organisations** working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)	1,037
3	31	BCS	No. of partner **organisations** in risk areas that have included community based disaster risk reduction in their work methods	1,162
3	32	BCS	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	1,173
3	33	BCS	No. of partner **organisations** that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	3,697
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)	811
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	846
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	127
3	54	DAP	Number of **people** that received humanitarian aid in disaster areas according to international standards	39,282
			Total program 3	**58,335**
			Direct Poverty Alleviation	**85%**
			Buiding Civil Society	**12%**
			Lobby & Advocacy	**1%**
			Knowledge & Information Management	**2%**

Program	Outcome Indicator	Intervention Strategy	Outcome Indicator	Spent (Transfers) 2015-2016
4	37	DAP	No. of **women and men** (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media	3,666
4	38	DAP	No. of **women and men** that benefit from improved (access to) legal systems (amongst others through legal aid)	742
4	39	BCS	No. of **cases** of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)	664
4	40	BCS	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	7,732
4	41	BCS	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	1,939
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	1,399
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	1,810
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	2,530
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.	465
4	56	DAP	No. of **women and men** that are legally empowered through increased awareness about their rights	3,870
			Total program 4	**24,819**
			Direct Poverty Alleviation	**33%**
			Buiding Civil Society	**42%**
			Lobby & Advocacy	**13%**
			Knowledge & Information Management	**12%**

Program	Outcome Indicator	Intervention Strategy	Outcome Indicator	Spent (Transfers) 2015-2016
5	46	DAP	No. of **men and women** with positive changes in their behaviour regarding women's right to bodily integrity	2,288
5	47	DAP	No. **of women** showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)	2,503
5	48	BCS	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	5,018
5	49	BCS	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)	837
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	755
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	36
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	394
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)	378
			Total program 4	**12,210**
			Direct Poverty Alleviation	**39%**
			Buiding Civil Society	**48%**
			Lobby & Advocacy	**6%**
			Knowledge & Information Management	**6%**
			Total all programs	**156,705**
			Direct Poverty Alleviation	**57%**
			Buiding Civil Society	**25%**
			Lobby & Advocacy	**13%**
			Knowledge & Information Management	**5%**

Table: Spent per Country per Program (transfers in k €)

All funds	Program 1	Program 2	Program 3 excl. Emergency Assistance	Program 3 Emergency Assistance	Program 4	Program 5	Total
Afghanistan	2,422	1,110	867	50	478	264	5,192
Angola	230	28	0	0	180	63	501
Bangladesh	1,203	1,190	208	0	305	742	3,649
Burkina Faso	0	0	49	0	0	0	49
Burundi	331	0	1,528	0	182	0	2,041
Cambodia	807	158	987	0	551	227	2,729
Dem. Rep. Congo	1,099	981	2,242	1,079	206	396	6,004
Egypt	263	0	0	0	1,158	605	2,026
Ethiopia	0	0	0	1,024	0	0	1,024
Greece	0	0	0	1,180	0	0	1,180
Guinea-Bissau	0	0	0	105	0	0	105
Iraq	0	0	0	257	0	0	257
Laos	733	11	0	0	681	565	1,990
Lebanon	0	0	0	600	0	0	600
Liberia	0	0	0	885	0	0	885
Maghreb & Mid E	17	0	254	21	730	1,660	2,681
Mali	257	1,881	0	0	1,245	94	3,476
Morocco	0	0	0	0	400	89	489
Mozambique	699	3,648	574	1,846	4,405	1,221	12,392
Myanmar	447	0	4,083	19	482	130	5,160
Nepal	0	0	0	4,373	0	0	4,373
Niger	795	89	454	1,160	861	17	3,376
Nigeria	1,038	224	366	4,593	225	144	6,590
Pakistan	1,095	3,254	2,237	65	9	-22	6,638
Palestina occ t	0	121	1,007	458	741	1,258	3,585
Philippines	0	0	0	476	0	0	476
Rwanda	190	0	727	0	49	0	966
Senegal	671	43	0	85	742	72	1,613
Somalia	2,453	302	608	1,314	92	230	4,999
South Sudan	1,824	0	89	687	667	152	3,419
Sudan	788	125	0	89	0	268	1,270
Syria	0	0	0	1,884	0	0	1,884
Tanzania	0	0	0	114	0	0	114
Uganda	1,678	274	360	1,892	1,580	319	6,102
Vietnam	2,209	0	152	0	895	518	3,775
Yemen	0	20	0	1,669	208	141	2,038
Zimbabwe	756	45	511	0	213	227	1,752
Global strategy	15,273	5,007	646	11,321	5,102	2,015	39,362
Lobby&Advocacy Popular Campaigning Information&Marketing	4,006	1,550	1,105	2,036	2,432	816	11,945
Total	**41,283**	**20,059**	**19,053**	**39,282**	**24,819**	**12,210**	**156,705**

MFS	Program 1	Program 2	Program 3 excl. Emergency Assistance	Program 3 Emergency Assistance	Program 4	Program 5	Total
Afghanistan	1,249	557	173	0	222	10	2,211
Angola	116	29	0	0	64	65	273
Bangladesh	503	832	123	0	204	2	1,664
Burkina Faso	0	0	50	0	0	0	50
Burundi	232	0	238	0	169	0	638
Cambodia	632	0	371	0	533	233	1,769
Dem. Rep. Congo	763	222	348	0	19	229	1,581
Egypt	135	0	0	0	799	429	1,363
Ethiopia	0	0	0	0	0	0	0
Greece	0	0	0	0	0	0	0
Guinea-Bissau	0	0	0	0	0	0	0
Iraq	0	0	0	0	0	0	0
Laos	440	11	0	0	390	445	1,285
Lebanon	0	0	0	551	0	0	551
Liberia	0	0	0	0	0	0	0
Maghreb & Mid E	0	0	253	0	111	150	514
Mali	190	797	0	0	620	85	1,692
Morocco	0	0	0	0	337	58	396
Mozambique	177	425	484	0	602	368	2,055
Myanmar	420	0	616	0	495	107	1,638
Nepal	0	0	0	0	0	0	0
Niger	460	21	163	0	701	17	1,363
Nigeria	155	159	179	0	221	149	863
Pakistan	1,035	1,170	560	0	9	-22	2,752
Palestina occ t	0	14	483	0	370	797	1,663
Philippines	0	0	0	0	0	0	0
Rwanda	196	0	0	0	33	0	229
Senegal	512	-15	0	0	670	74	1,241
Somalia	492	116	400	0	0	233	1,240
South Sudan	216	0	22	0	290	157	684
Sudan	542	121	0	0	0	167	830
Syria	0	0	0	1,938	0	0	1,938
Tanzania	0	0	0	0	0	0	0
Uganda	820	200	360	0	807	328	2,515
Vietnam	584	0	156	0	526	392	1,658
Yemen	0	20	0	0	205	125	350
Zimbabwe	318	0	526	0	219	43	1,107
Global strategy	11,180	458	443	0	2,541	1,678	16,300
Lobby&Advocacy Popular Campaigning Information&Marketing	2,516	681	156	0	1,559	247	5,158
Total	**23,881**	**5,818**	**6,104**	**2,488**	**12,717**	**6,564**	**57,572**

Table: Cash-flow MFS (in € x 1000)

Total MFS Balance on 1 April 2015	**21,330**
Received subsidy 2015	30,670
Intrest	16
Foreign exchange gain or loss	0
Bank costs	-5
Total received	**30,681**
Projects and programs (incl advocacy by partners and partner support)	51,569
Lobbying and advocacy by Oxfam Novib and Popular campaign	5,158
Public information and marketing	0
Costs of generating income	0
Management and administration costs	492
Total spent MFS	**57,219**
Total MFS Balance on 31 March 2016	**-5,208**
To be received from counterparts	-1,275
To be received from the Ministry	-3,933

Table: Reconciliation Cash-flow MFS / Spent per Country MFS

Spent per country MFS	57,572
Management & Administration costs MFS	492
Transferred to alliance-partners -/- Spent by alliance partners	-844
Total spent MFS	57,219

Table: MFS and Own Contribution (transfers in k€)

	MFS	non-MFS	Total
Program 1	23,881	17,401	41,283
Program 2	5,818	14,241	20,059
Program 3 excl. Emergency Assistance	6,104	12,949	19,053
Program 3 Emergency Assistance	2,488	36,794	39,282
Program 3	8,592	49,743	58,335
Program 4	12,717	12,102	24,819
Program 5	6,564	5,646	12,210
Total	57,572	99,134	156,705

	Spent on objective structural poverty reduction	program 1	program 2	Program 3 excl. Emergency Assistance	Program 3 Emergency Assistance	program 4	program 5
Subsidies and contributions	82,880	21,834	10,609	10,077	20,776	13,126	6,458
Payments	3,272	862	419	398	820	518	255
Outsourced work	917	242	117	111	230	145	71
Publicity, communication, other action costs	15,813	4,166	2,024	1,923	3,964	2,504	1,232
Personnel costs	37,622	9,911	4,816	4,574	9,431	5,958	2,931
Accomodation costs	758	200	97	92	190	120	59
Office and general costs	24,876	6,553	3,184	3,025	6,236	3,940	1,938
Provision reorganisation	0	0	0	0	0	0	0
Write-offs	1,292	340	165	157	324	205	101
Total	167,430	44,108	21,432	20,357	41,971	26,517	13,045

Table: Reconciliation Spent on Objective Structural Reduction with P&L Statement (k€)

Spent on Objective Structural Poverty Reduction transfer-basis	156,705
Approvals is less than transfers	-11,745
Transferred to alliance-partners -/- Spent by alliance partners	-844
Spent on Objective Structural Poverty Reduction cfm P/L-statement	144,116

Table: Attribution Costs Management & Administration

Attribution to:	
Program 1	553
Program 2	269
Program 3	781
Program 4	332
Program 5	164
Total Management and Administration	**2,099**

Annex 2 Baseline MDG's and International Lobby and Advocacy

Baseline results MDG's per programme

Programme 1

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	1	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources.	322,968 people
DAB	2	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	255, 923 people
DAB	3	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organizations.	50,816 people
MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.7; based on 39 partners assessed
MO	5	No. of partner organizations providing financial services that are better able to reach the poorest groups with their financial services (especially women).	Average score: 3.2; based on 11 partners assessed
MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 4 partners assessed
MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score: 2.0; based on 1 partner assessed
MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	No partner assessed yet
BB	10	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	11	No of policy changes regarding pro-poor markets and financial systems	
BB	12	No. cases that reveal the contribution to functioning of pro-poor adaptation plans.	
BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	
BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
KIM	16	No. of cases (academic studies) on issues on struggle for land, water and food	0 cases
KIM	17	No. of cases by nationally and globally operating partner organizations documenting examples of alternative economic models, together with knowledge institutes	0 cases

Programme 2

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	19	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	197,183 people
DAB	20	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	53,558 people
MO	21	No. of partner organizations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	Average score: 2.5; based on 15 partners assessed
MO	22	No. of partner organizations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programs.	Average score: 2.8; based on 8 partners assessed
BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level .	
BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
KIM	26	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education especially for girls.	0 cases
KIM	27	No. of cases showing that the effectiveness of programmes has increased due to learning trajectories and knowledge exchange on mainstreaming HIV.	0 cases

Programme 3

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	28	No. of women and men (women in particular) in fragile states more able to protect themselves against violent conflict and to limit damaging effects.	75,694 people
DAB	29	No. of women and men (women in particular) more able to protect themselves against disasters.	52,289 people
DAB	54	Number of people that received humanitarian aid in disaster areas according to international standards.	308,700 people
MO	30	No. of partner organizations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325).	Average score: 2.7; based on 10 partners assessed
MO	31	No. of partner organizations in risk areas that have included community based disaster risk reduction in their work methods.	Average score: 2.0; based on 8 partners assessed
MO	32	No. of local organizations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people.	Average score: 3.2; based on 12 partners assessed
MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid.	Average score: 3.0; based on 4 partners assessed
BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325).	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
KIM	35	No. of cases revealing that the capacities of partners organizations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes.	0 cases
KIM	36	No. of cases revealing that the capacities of partner organizations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes.	0 cases

Programme 4

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	37	No. of women and men (women in particular) in marginalized groups having access to information and decision-making by using ICT and new media.	59,231 people
DAB	38	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid).	93,952 people
DAB	56	No. of women and men that are legally empowered through increased awareness about their rights.	20,673 people
MO	39	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion).	MO indicator specifically formulated: 0 cases
MO	40	No. of partner organizations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	Average score: 2.5; based on 37 partners assessed
MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	MO indicator specifically formulated: 0 cases
BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments (inter)national institutions and companies are accountable for the averse effects of their interventions on human rights and especially women rights.	
KIM	44	No. of cases revealing that methodologies developed and exchanged by partner organizations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists).	0 cases
KIM	45	No. of cases that show how partner organizations use new tools to measure and improve the legitimacy and risk management of organizations, with a special focus on (women) organizations in countries with repression and conflict.	0 cases

Programme 5

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	46	No. of men and women with positive changes in their behavior regarding women's right to bodily integrity.	50,458 people
DAB	47	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government).	40,050 people
MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights.	Average score: 2.6; based on 26 partners assessed
MO	49	Number of partner organizations that has developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment).	Based on 59 partners assessed, 59.3% (35 partners) scored green on the Gender Traffic Light assessment tool
BB	50	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
KIM	52	No. of cases that show that partner organizations have more capacity with regard to 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 levels (thanks to exchange of practices).	0 cases
KIM	53	No. of cases that show that partner organizations have more capacity with regard to gender mainstreaming during the design and implementation of programmes, lobby and advocacy initiatives (thanks to exchange of practices).	0 cases

Baseline results International Lobby and Advocacy

Result area for international lobby en advocacy	Number of IMPACT alliance's programme	Interven-tion strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	1	MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.9; based on 8 partners assessed
Agenda setting	1	MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 3 partners assessed
Agenda setting	1	MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score 2.4; based on 14 partners assessed
Agenda setting	1	MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	Average score 3.0; based on 5 partners assessed
Effective participation in policy formulation	1	BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Effective participation in policy formulation	1	BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
Effective participation in policy formulation	2	BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level	
Effective participation in policy formulation	2	BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	
Effective participation in policy formulation	2	BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
Effective participation in policy formulation	2	BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
Agenda setting	3	MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	0 partners assessed

Result area for international lobby en advocacy	Number of IMPACT alliance's programme	Interven-tion strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Effective participation in policy formulation	3	BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Agenda setting	4	MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	
Effective participation in policy formulation	4	BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	
Effective participation in policy formulation	4	BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments (inter)national institutions and companies are accountable for the averse effects of their interventions on human rights and especially women rights.	
Agenda setting	5	MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	average score: 3.7; based on 10 partners assessed
Effective participation in policy formulation	5	BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table