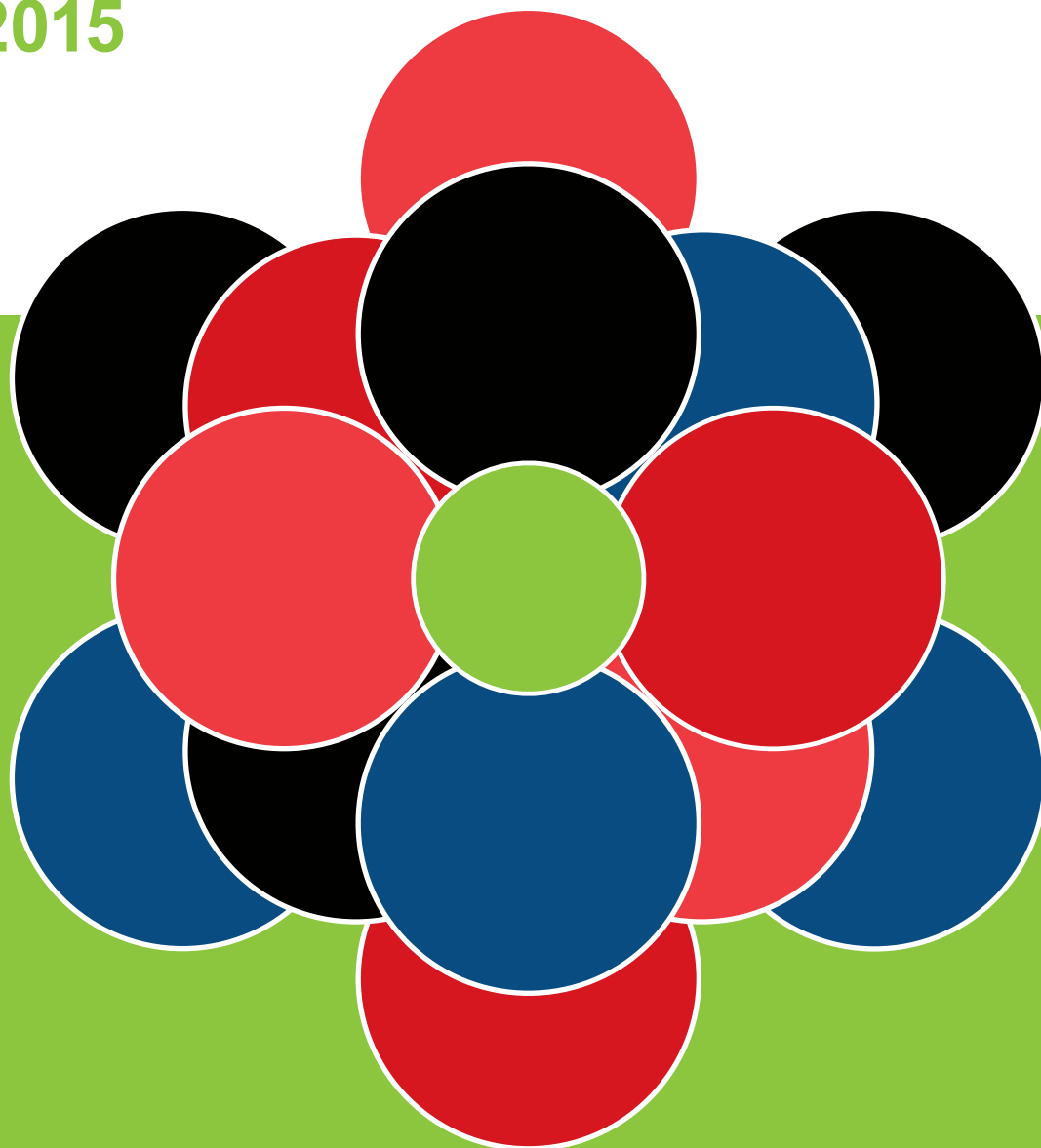


Monitoring Report 2014/2015



IMPACT alliance
SOMO
HIRDA
1%Club
Butterfly Works
Oxfam Novib

Monitoring Report

2014/2015¹

IMPACT Alliance

SOMO

HIRDA

1%Club

Butterfly Works

Oxfam Novib

¹ The actual period is April 2014 – March 2015

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Introduction

This is the monitoring report of the IMPACT alliance, covering results achieved in 2014/2015² (MSF-II). It comprises a report on the programme as well as the organisation, based on the activity plan 2014/2015. It is in line with the monitoring protocol as agreed with the Ministry of Foreign Affairs.

This report is the fourth 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.

This report covers the period of April 2014 - March 2015, as we have changed our January-January reporting period to April-April to fall in line with the rest of the Oxfam confederation.

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

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

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

Chapter 1 is an overview of the year 2014/2015 by the IMPACT alliance.

Chapter 2 reports on the results per programme, listing outcomes and outputs for 2014/2015 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 2014/2015³. 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 2014-15, with the financial year 2013-14, the effects of a comparing a 12-months financial year (2014-15) to a 15-months financial year (2013-14) should be taken into account.

² The actual period is April 2014 – March 2015, in the whole report this period will be written as 2014/2015

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 2014.

1 Directors' report

The Power of People against Poverty, Oxfam's strategic plan 2013-2019, is our source of inspiration. We hold the deep conviction that the power of people to take their destiny into their own hands is the ultimate response to injustice and poverty. We are convinced that it is possible to end extreme poverty; to reduce the huge number of 807 million people going to bed hungry every day to zero by 2030.

The ambition to end injustice and poverty requires that the entire world community effectively pursues this effort; that countries come to good agreements on the sustainable millennium goals and that organizations like Oxfam Novib continue to work hard to realize these goals. We can do this thanks to the support of half a million volunteers, activists and individual donors, who, like us, find it intolerable that the accident of birth decides if a person meets justice or injustice. Only through the power of the voice, the power of the will and the resilience of people themselves, can we fight glaring inequality and injustice. This motive unites us and turns people into ambassadors of Doing It Yourself, from Lagos to Lahore, from Delhi to Dhaka, and from Timbuktu to Tilburg.

Flashpoints and rising inequality

Unfortunately there are many obstacles on the road to sustainable and inclusive development. Last year an unprecedented number of armed conflicts have dominated the news. In addition to the annexation of the Crimea, we have witnessed the rise of IS and the related escalation of violence in Iraq and Syria. Civil wars have broken out in South Sudan, the Central African Republic and Yemen. Nigeria has had to bear the terror of Boko Haram. And again we have seen war in and around Gaza, and fragile states like Afghanistan, Democratic Republic of Congo (DRC), Libya and Somalia have remained very unstable. The terrible dictatorship in Eritrea is only adding to the growing number of human rights violations.

For the fourth year in a row, a terrible civil war has raged in Syria. Indiscriminate violence, criminal acts of terror and even chemical weapons have been used, killing at least 220,000 people and forcing 4 million to flee their country to overburdened neighboring countries. Oxfam continues to provide humanitarian aid to Syrian refugees in Lebanon, Jordan and Syria. The number of refugees and displaced people is today higher than during World War Two. No wonder that some of them are trying to reach Europe, resulting in the tragic drowning of many boat refugees.

West Africa has had to deal with the huge humanitarian and economic impact of the Ebola outbreak. As a member of SHO, the Dutch umbrella organization for emergency appeals, Oxfam Novib has actively contributed to the fight against Ebola, which hit above all Guinea, Liberia and Sierra Leone very hard. Of the 26,600 infected patients over 11,000 have died. Fear for infection, protracted travel bans and closed borders have wreaked havoc on the economy. The Dutch donated more than € 10.3 million to the Giro 555 appeal *Stop the Ebola disaster*.

Economic recovery and disastrous global warming

From an economic angle, last year also brought a sorely needed economic recovery to many countries. The impact of years of stagnant wages and rising unemployment is still tangible and has sharply increased inequality in very many countries. On the eve of the World Economic Forum in Davos, Oxfam published a report revealing that in 2016 the richest 1 percent of the world's population will own as much as the remaining 99 percent. Extreme inequality deprives people not only of access to basic human rights, but also damages economic growth. Oxfam therefore launched the *Even It Up!* campaign and continues to fight tax evasion.

It is not only the flashpoints and rising inequality that overshadow economic recovery. Climate change continues unabated, also fuelled by an unexpected sharp drop in the price of oil. Preventing a

warming of the Earth by more than 2 degrees Celsius appears well-nigh impossible and the number of extreme weather events – severe droughts, huge floods and frequent super storms – continues to increase. Since the failed summit in Copenhagen climate related disasters have cost the lives of 112,000 people and another 650 million people have had to face the serious consequences. It is absolutely necessary for Paris 2015 to deliver an ambitious and binding climate treaty.

Alas, the impact of climate change again manifested itself in disasters and hunger in already vulnerable regions, such as the Horn of Africa and the (western) Sahel countries, but also on the Vanuatu islands, where cyclone Pam partially or totally destroyed 90 percent of the buildings.

Reducing foreign aid doesn't help either

On a global level, conflict, climate change and extreme inequality pose major challenges for many people, therefore also for the development sector. A strong civil society in Southern and Northern countries can help to overcome these challenges.

In this light it is very unfortunate that the Dutch government decided to reduce its foreign aid budget by € 1 billion, which includes a disproportional cut in funding for NGOs. The Netherlands is no longer a top 5 donor country. Combining aid with trade in one government post has increased the focus on private sector engagement and funding; which is in many instances not the best way of reaching the poorest in the world. Even minister Ploumen herself admits that the "trickle down doesn't work". Oxfam Novib has also been critical of the decision to no longer treat climate finance as in addition to the ODA (official development assistance) budget, but fund it in the future from the reduced foreign aid budget.

Together with other Dutch organizations and Partos, as branch organization we continue to advocate for restoring the Dutch position as top 5 donor and a development agenda that is truly inclusive and also mainstreamed in other policy areas. Both from a global and a local perspective it is crucial that the Dutch play a prominent role in securing global public goods for everybody.

Opportunities for change

Last year has also brought new opportunities for change. We have seen substantial progress on a number of millennium goals. The number of people around the world living below the poverty line of \$ 1.25 per day has fallen to below the 1990 level, more than 90 percent of children are enrolled in primary education and a substantial expansion of malaria interventions has led to a 42 percent decline in global malaria mortality rates. But not all goals have been met and a new post-2015 agenda is needed. A lot of progress has been made to reach a consensus on 17 new Sustainable Development Goals (with 169 specific targets). This new agenda could give a much needed boost to all existing development efforts. However, it also needs national follow-up in countries.

It is therefore promising to see that new elections in countries such as Afghanistan, Nigeria and Tunisia have brought a democratic change in government, without causing a large outbreak of violence. In these and in other countries civil society is raising its voice. More and more attempts to reduce the space for civil society are met with resistance and outcries of international solidarity.

We also see step by step progress in the way multilateral institutions and governments are getting a better grip on the financial sector and are collectively increasing their efforts to curb illicit financial flows and tax evasion. A good example is the work the OECD has instigated on base erosion and profit shifting.

A last positive highlight is the decision of the UK government to increase its foreign aid budget to 0.7 percent of GDP and even incorporate this policy into law. This may have encouraged the Dutch

government – which is now falling short of this commitment – to agree with the decision of the EU to uphold the 0.7 percent target in the upcoming summit on development financing.

Empowerment, accountability and gender justice

The challenges and opportunities mentioned above underline the need for the rights-based approach that Oxfam Novib uses in all its sustainable and inclusive development work. Together with our partners we intervene on three levels - humanitarian relief efforts, structural development projects and influencing work - using three principles of change: empowerment, accountability and gender justice. We believe in the power of people to organize themselves; harnessing this power and strengthening their voices also empowers them to hold duty bearers accountable. Empowerment and accountability are even more effective combined with gender justice.

In this Annual Review we present a selection of our programs and projects that illustrate the effects of this approach, such as our microfinance program reaching 300,000 small producers per year (of whom 70 percent are women). Or the *Peace My Right* project in Pakistan that has succeeded in bringing together 36 local community-based organizations representing different ethnic and religious backgrounds. In response to the Ebola outbreak, we have scaled up the Community Health Volunteers program, resulting in 350,000 people having increased knowledge of prevention methods.

A good example of lifting local issues to the global level is our *Behind the Brands* campaign, in which over 700,000 consumers have taken action directed to ten food giants, leading to corporate policy changes that have benefited female workers in the cacao sector and have led to zero tolerance for land grabbing. Our Fair Bank Guide has turned out to be a successful instrument to influence the policies of the 10 biggest banking groups in the Netherlands, with 165 measurable policy improvements. With Sida funding, the Fair Bank Guide has now expanded to six other countries.

The right preconditions

Enabling our work and that of our partners requires the right preconditions. We have to be effectively organized, employ the right people, acquire enough funding and keep on innovating.

In terms of our organization, we are engaged in large change processes. Because many issues of sustainable development cut across borders there is a continuous need to further internationalize Oxfam Novib. As the largest but one affiliate in the confederation we gave the lead in advocating an ambitious agenda for Oxfam 2020. The agenda includes, among others, relocating our international secretariat to Nairobi, and creating new Oxfam affiliates in the South.

Alongside countries such as Brazil, China, India, Mexico and South Africa, we want to add new affiliates in Colombia, Ghana, Indonesia and Turkey to our Oxfam confederation. We are also investing in the confederation's financial sustainability, through more strategic and financial collaboration in every kind of fundraising, by opening fundraising offices in countries such as South Korea and Sweden, and by setting up shared services.

An important point on the horizon is for all country offices of Oxfam to become independent affiliates of the confederation. This demands a deeper integration of the work in countries, which means, among others, the introduction of a new and cost-effective model for steering Oxfam countries and regional offices, and a strengthened mandate of Oxfam country and regional directors.

The confederation has grown from 17 to 20 members, and three still have the observer status. This is true for Oxfam Brazil, Oxfam South Africa and for the Danish IBIS that wants to join as Oxfam Denmark.

Because we are growing as a confederation and are active in more than 90 developing countries, we can work with much impact on realizing our strategic plan, *The Power of People against Poverty*, for the period 2013-2019. One component of this plan is to build a *Worldwide Influencing Network*, which has manifested itself, for instance, in the launch of www.act.oxfam.org, a digital platform that enables all affiliates, countries and partners of Oxfam to publish petitions on line, and which has by now drawn over 400,000 participants.

This has happened under the leadership of Uganda-born Winnie Byanyima as executive director of Oxfam International, who has acquired much authority in a short time, and is ranked in the top of many a list of the world's most influential women.

Transformation of Oxfam Novib

The ambitious Oxfam 2020 agenda means that Oxfam Novib has to adapt its own organization. At the same time, government cutbacks have consequences too. The ending of the co-financing program (MFS2) on December 31, 2015 is a huge blow to Oxfam Novib and its southern partners: € 55 million less to spend!

The necessary phasing out of a large part of our current partner funding is leading to a huge destruction of capital, which we very much regret. Despite considerable lobby efforts, we were unable to prevent the minister from proceeding, although she has now strengthened her commitment to spending 25 percent of her budget through civil society organizations (in the North and South). The impact on our own staff is also very big. Reorganization is happening both at our head office and at our country offices. The head office alone will have to lose 72 FTEs.

This new reality, in combination with the Oxfam 2020 ambitions, means that we have decided to totally remake Oxfam Novib and turn it into a real project organization. We believe that through reorganizing, restructuring, cultural change and building new multifunctional teams, we will better enable ourselves to deliver on our mission and access alternative sources of funding.

We have a lot of appreciation for the very constructive manner in which staff, the Worker Council, the Trade Union and the Board of Supervision have assisted in developing and implementing this comprehensive change process.

Oxfam Novib has, in alliance with SOMO (already our partner in the IMPACT alliance, see below), successfully qualified as a strategic partner in lobby and advocacy of the Dutch government. Our proposal received the A status, the highest possible ranking. The target amount of € 15.6 million per year for the coming five years is also the highest amount the minister has allocated to the 25 selected alliances. The implication of this new form of funding is that our advocacy work will become comparatively more sizeable and our capacity in service delivery will drop.

Funding our work

After five years in which the average household income in the Netherlands has fallen as a result of the financial crisis, this year saw some recovery of purchasing power. The downward trend in the charity donations of Dutch women and men has, however, not been reversed. Yet, last year we have again succeeded in raising € 25.7 million with individuals and businesses in the Netherlands. Last year's drop was considerably less than the previous year's, but still amounted to 4.6 percent.

The slower drop in private donor numbers raises hopes, and we were able to conclude an excellent year in terms of donor numbers. The number of donors who upgraded to the so-called partner plan was also higher than planned. The lower income from bequests is less easily explained, but is exceptional compared to past years and hopefully a one-off.

The growth of our network of Company Ambassadors is continuing. By now 800 businesses have signed up to Entrepreneurs for Entrepreneurs and are contributing to enhancing access to (micro)finance for small enterprises in developing countries. Several of them visited Cambodia last year to see what their support delivers people in practice. Less successful were the efforts to enter into partnerships with bigger businesses, although, there are several promising opportunities for the coming year.

It is great that we were able this year to rely again on the support of one of our most loyal and biggest supporters: the Dutch Postcode Lottery. As one of its ancient beneficiaries we have not only received a contribution of € 13.5 million, but were also allocated € 1.5 million from the extra draw, for the Seeds Project in Zimbabwe. As the government is focusing on cutting back considerably, the importance of private sources of funds, such as the Dutch Postcode Lottery, is rising. The contribution of the lottery and its participants is unique, as it is not only multi-annual, but the charities themselves decide on how to spend it, based on their expertise.

Increase in international fundraising

In contrast to fundraising in the Netherlands, we have again succeeded in increasing our international funding. The extra investments and efforts of our staff and partners in institutional fundraising have paid dividend. It is the result of improvements in program development, but also in the growing knowledge and skills of, above all, local staff at our country offices.

A lot of creativity, perseverance and building on past results have contributed to a growth in institutional funding by 6 percent in 2014-15. Total proceeds rose to € 69.5 million in 2014-15.

We, of course, very much appreciate the trust large donors place in us. Thanks to donors such as DGIS, the UN, DFID, Sida, ECHO, DIFID, Comic Relief, Gates Foundation and Ford Foundation, we were able to improve the lives of many people and together put sustainable development on track.

Constant innovation as the new normal

Oxfam Novib is not only renewing itself, but is also constantly improving its interventions and activities to further increase its impact. Many new innovations have been launched in our programs, campaigns, fundraising and ways of working.

Last year the *Knowledge Hub Governance and Active Citizenship* was successfully launched. It enables us to play a broker's role for the entire Oxfam network in sharing and developing the work on good governance, in strengthening the voice of civil society organizations in the South and in defending civil society space.

We have also founded the *Inclusive Impact Investment Ltd.*, which enables us to directly access funds to invest in local small and medium enterprises in development countries. Through loans, investments or participations – on top of our existing work on microfinance – Oxfam Novib wants to empower local entrepreneurs in developing countries to grow in a socially responsible manner.

We use the *World Citizen Panel* to research the impact of this and other program work. It is a digital tool that is able to measure results at the level of the direct beneficiary. We are glad to have the insights revealed in the WCP reports, and notice that more and more donors and client organizations are appreciating this method.

On behalf of the entire confederation, Oxfam Novib has assumed the responsibility for setting up a fundraising office in Sweden. After an extensive exploration of the market, a business case was developed, staff hired and fundraising begun. After a few delays that any start-up encounters, we are

scaling up the recruitment of new private donors. Meanwhile the threshold of 4,400 donors has already been surpassed.

To make our impact yet better visible to all stakeholders, Oxfam Novib works with *Open Data*. All our core figures have become digitally accessible through the well-known *IATI standards*. By launching the digital tool Atlas, we now also provide direct access to relevant information on the projects in the countries where we work.

Through the project *The Future Starts Now* we will continue until the end of December 2015 to give a solid boost to innovation in our programmatic development and in our capacity to develop innovative project proposals that catch the eye of external funders.

Results of IMPACT alliance partners

Oxfam Novib leads the IMPACT alliance, a group of organizations which receives funding from the Dutch Ministry of Foreign Affairs until the end of 2015. As a collective we will continue to work until December 2015, after which the collaboration will diversify. SOMO will continue to be an alliance partner in our strategic partnership with the Dutch ministry. With others, like Butterfly Works, we will collaborate in a programmatic approach on country level and/or in joint institutional funding opportunities.

SOMO: Better working conditions through certification schemes

There is a growing market for products certified for their sustainability and ethical production. Most supermarkets in Western countries now stock numerous certified products, and big food companies are increasingly willing to accommodate certification. Sustainability standards have managed to capture significant shares of the global production of some commodities, such as coffee (40 percent), cocoa (22 percent), palm oil (15 percent) and tea (12 percent).

However, relatively little attention is paid to whether such certification schemes have an effect on working conditions, especially in large-scale agricultural production for export. In 2011, SOMO published research on problematic working practices on a tea estate owned by Unilever in Kenya. Unilever committed to implementing a range of changes – but in 2013, a SOMO-supported documentary screened on the ARTE channel showed that sexual harassment was still taking place.

In response, over the last year Unilever has developed a new action plan to improve the safety of female workers – and Rainforest Alliance, which had certified the plantation, announced improvements to its social auditing practices, including new protocols such as the use of female auditors, conducting interviews in confidential settings and interviews with high-risk workers. These developments show the need for persistence and continued engagement and research.

Butterfly Works: Training youth to seize opportunities in ICT

By the end of last year, a total of 420 students were learning from 18 trainers in six *Bits* schools across East Africa and South Asia. Co-created by IMPACT alliance partner Butterfly Works, the Bits teaching methodology is based on experiential learning and sharing, which allows students to learn skills in information and communications technology that will stand them in better stead in earning an income.

The ICT sector is potentially the best chance of work for many young people in economies with high rates of youth unemployment, but those from disadvantaged backgrounds struggle to learn the skills the market demands or to convince others of their professional skills. Bits is one of several Innovation for Education projects Oxfam Novib has funded in partnership with Butterfly Works. The first Bits school has been running in Kenya since 1999, and its alumni have gone on to internships and jobs with reputable companies.

The program advanced in 2014 with the development of a curriculum that includes 275 lessons, a manual on the teaching method, and the Bits Academy platform, which allows the various Bits schools to learn from each other. The development of the Bits Academy involved creating new technology to fit the needs of the Bits schools, a collaborative process from which lessons have been learned for technical development in other projects.

HIRDA: Expanding education sustainably in Somalia

HIRDA firmly believes in the positive impact of educating girls in particular. In the last year the organization has already almost fully met the five-year goals set for its work in Somalia for the 2011-2015 funding period, including giving 3,000 children access to quality education.

HIRDA will continue its work, notably the sponsorship program which has enabled 260 students per year in five areas of South-Central Somalia – Kismaio, Baidoa, Mogadishu, Bardera and Abdudwak – to go to school and create a better future for themselves. The program's beneficiaries, all poor and most of them girls, not only had their school fees paid but also additional costs, such as uniforms and books.

Other activities include refurbishing schools, developing curricula, training teachers to teach in a more child-friendly way, and improving the school administration system. HIRDA works hard to make sure that the community feels a strong sense of ownership and responsibility, given the lack of formal institutions in Somalia: this is the only way in which education projects can be sustainable.

1% Club: platform for raising money and knowledge

1% Club is a "do good" crowdfunding platform that allows people with smart projects to raise money and knowledge online. 1% Club is growing fast and wants 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 give their time, knowledge, skills and talent for a sustainable tourism project. Oxfam Novib is Booking.com's partner for emergency response: if a catastrophe strikes somewhere in the world, all Booking.com offices fundraise for Oxfam. After the first six months of the Booking Cares platform, 65 percent 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.

Looking ahead to 2015

2015 is a critical year for every person on our planet. In September world leaders at the United Nations General Assembly will agree to a new set of global sustainable development goals for 2030. Goals on greater gender equality, universal health and education, and ending extreme poverty will probably be included, but these goals are threatened by extreme inequality and catastrophic climate change. Therefore, Oxfam Novib continues to call for explicit, stand-alone aims on these two issues.

The Climate Summit in Paris in December will probably be the most important meeting of this year. Inequality intersects with climate catastrophe as disasters hit the poorest the hardest and risk is redistributed towards the weak and the frail. A re-purposed, green economy is both feasible and deeply desirable. We will continue to campaign for the interest of the poorest people; together we can change minds and hearts.

In conclusion

As directors we are privileged to be working with very motivated colleagues, whose relentless energy and engagement overcome insecure times, and who continue to commit to Oxfam Novib's mission. The human capital we employ is a crucial asset to ensure Oxfam Novib's added value. The change processes we had to initiate have asked and will ask a lot of the resilience and adaptability of our

staff. We are very proud of our staff members who know what it means to be a change-maker. We sympathize with colleagues facing redundancy due to the ending of the MFS funding. Oxfam Novib owes them a huge thank you, for their passion and for the quality and impact of their work.

Special thanks to our colleague Theo Bouma, who has exchanged his role as director of the International Department for a position with Oxfam International's secretariat. He is now leading the creation of new southern Oxfams and we are happy that he continues to disseminate our mission in that role: a just world without poverty!

The Hague, 2015

Farah Karimi, executive director

Arnold Galavazi, director operations

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Tom van der Lee, director lobby & campaigns

2 Programme

2.1 MDGs and priority themes⁴

2.1.1 Programme Right to a sustainable livelihood

Objectives

Increased control of natural resources and better production systems

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

Better access to financial services, markets and trade

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

Introduction to MDGs 1 and 7

The long-term pressures on land are expected to continue with increasing competition for land and related natural resources putting the livelihoods and human rights of marginalised rural women, men and communities at risk. However, there is a rising awareness and acceptance not only among donor governments and multilateral agencies, but also in the private sector, that land is a central issue. A long list of influential multinational companies made “zero tolerance for land grabbing” and “zero deforestation” commitments, including Pepsi, Nestle, and Unilever, Cargill and Wilmar, in response to Oxfam’s Behind the Brands campaign. Oxfam Novib has supported civil society organisations in nearly all of its country programmes, and at Pan African level, to fight against land grabs and promote stronger land rights and responsible land governance reform for rural women and communities. Oxfam Novib has also lobbied internationally for secure and equitable land rights to be taken up in the Sustainable Development Goals (SDGs), and for better policies and standards to be adopted at the World Bank Group and among the world’s biggest food and beverage companies.

As with land, competition for water has been increasing over the years, putting pressure on ecosystems and people. Causes include the construction of large scale infrastructure, agricultural expansion of companies, growing industries, environmental degradation, urbanisation and inequitable access to water. There is also more awareness of the importance of water. The SDGs, to be adopted in 2015, set a specific goal for water (“Ensure availability and sustainable management of water and sanitation for all”) and the issue of land is hopefully to be included as well. Oxfam Novib currently works in three major river basins including the Mekong, Indus and Limpopo. 2014 marked the first year of the Inclusion Project in the Mekong, which is a new DFAT funded initiative as part of our extensive work in the Mekong region. Our goal is to assist communities to retain their sustainable

⁴ The tables in the MDG’s/themes section include target outputs as stated in the Activiteitenplan 2012 that was sent to the Ministry of Foreign Affairs. They include the Southern level as well as global lobby and advocacy level outputs targeted. The realised outputs in the tables are for MDG as well as international lobby and advocacy. In the narrative an explanation is provided how both levels relate. In the International Lobby and Advocacy section an indication of the numbers specific to L&A is provided in the tables as well. The outcomes targets reflected are for 2015 and the results are for 2012.

livelihoods by promoting their inclusion in water resource governance and decision-making. In the Indus, Oxfam Novib in Pakistan continued in 2014 with capacity building of local civil society to further empower the water users in canal-irrigated and water stress villages to claim their entitlements, reduce water inequality and develop water cooperation. This was done through piloting various projects on water productivity, its efficiency and research based advocacy initiatives. 2014 was also the year in which the regional programme in Zimbabwe, Mozambique and South Africa kicked off, building on the experiences of Oxfam and local partners in these countries which have been working on improved water management systems for many years now. The programme aims to improve the livelihoods of local communities in the Limpopo water basin by introducing adequate natural resources management systems at the local scale and by enhancing water governance and community participation at the local, national and regional level. The programme is to be extended to Botswana to enable us to work across the entire river basin.

Climate change, poverty and injustice remain the context in which small farmers live, especially women, and progress is slow. There still is a need for farmers to access new seeds and breeding materials to adapt to a wide range of changing environmental and market conditions. The programme Sowing Diversity = Harvesting Security (SDHS) is implemented by Oxfam Novib and eight partners. Its objective is to uphold, strengthen and mainstream the rights and technical capacity of indigenous peoples and smallholder farmers (IPSHF), and to influence local to global policies and institutions on access to and the sustainable use of plant genetic resources for food and nutrition security under conditions of climate change. The alliance had a considerable input on the Draft Guide for Seed Policy Formulation during the 15th session of the FAO's Commission on Genetic Resources for Food and Agriculture in January 2015. The changing climate will have a profound effect on human health, livelihoods and poverty. After super-typhoon Haiyan in the Philippines, Oxfam drove a digital campaign across Asia countries to ask for more action from national governments to invest more in measures to protect people from the effects of climate change, and reached 1.1 million people on the first day through social media.

The private sector is slowly assuming its responsibility in safeguarding human rights, showing more interest in the UN Guiding Principles on Business and Human rights (UNGPR), as endorsed by the UN in 2011. Oxfam Novib is actively involved in this discussion and is convening a series of meetings and discussions between private sector leaders and civil society in different countries. Indonesia was the first country, with a meeting in February 2015 gathering 30 business leaders and 30 civil society leaders. For many business leaders as well as human rights and civil society leaders it was the first time they had been in the same room to discuss these issues together. Other countries to follow in 2015 are South Africa, Mexico and Turkey.

More and more, multinationals making more use of local markets for their supply of inputs, which is a positive sign as farmers are more included in markets. Oxfam Novib is working with companies and small farmers on palm oil, cocoa and aquaculture and has developed programmes to reach tens of thousands of small farmers, supporting them to obtain the best prices for their products.

In the financial sector, transparency is still a distant vision, tax avoidance and evasion are a daily reality, bonuses are paid like before and new stock bubbles are being formed. Efforts to get more control have had limited results as yet, and initiatives by Oxfam Novib such as the BankWiser are still necessary. But results are being achieved. Seven large Dutch banks formally improved their CSR policies on 16 themes and four insurance companies improved their CSR policies on 55 themes. The lack of transparency in the financial sector is a global problem, which has inspired Oxfam Novib to expand the BankWiser. In the first three months of 2015 the BankWiser has been introduced in Belgium, Brazil, France, Japan, Indonesia and Sweden.

In microfinance, we note a continued change to a diversification of products from credit towards savings, insurance and money transfers with an increasing role for technology, answering the changing demands in rural areas, also in view of the increasing risks of small farmers' agriculture. The changing markets also include finance for small and medium enterprises (SMEs). In 2014/2015, several funds were launched including the Dutch Good Growth Fund of the Ministry of Foreign Affairs, the FMO/SNS fund and opportunities at country level (e.g. the EC initiative on SME finance in Uganda). Oxfam Novib is working on SMEs in Nigeria, Uganda and Vietnam, supporting SMEs in their growth and internal development. A facility was started to invest in SMEs, especially in rural areas where unemployment is high due to a lack of economic opportunities for the poor, and to support SMEs with technical assistance. These SMEs will increase employment for poor people and provide a market for small agricultural producers.

2.1.1.1 MDG 1: Private sector and agriculture

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

- Outcome 1 No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources
- Outcome 2 No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training
- Outcome 3 No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations
- Outcome 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 IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
11	# partner organisations that have sufficient knowledge and resources to effectively lobby their governments for pro-poor development.	32	84	123	21	29	2	64
	# lobbying trajectories for pro-poor development developed by the IMPACT alliance.	3	84					

Performance on outcome and output level

This outcome indicator is on the lobby and advocacy intervention strategy at the national level. It is part of Oxfam Novib's priority theme "Fair Markets and Reliable Financial Services". See 2.1.1.1.5 for more on this priority theme.

Oxfam Novib supports civil society organisations to lobby and campaign at the national and lower administrative levels. Targets of such lobbying include governments and companies. In our theories of change we take into account what these duty bearers can contribute to the sustainable development of 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.

The majority of this figure is attributed to the regional programme in South-East Asia, which has a strong focus on private sector, value chains and global private sector partners.

Some Oxfam Novib partners have engaged in building the capacity of communities in advocacy and empowering them to hold duty bearers to account. Partners such as PELUM in Uganda have trained farmers in micro-level advocacy skills and set up regional platforms (in the eastern, western and northern regions) to influence national policies on, for example, cooperatives. To this effect, PELUM held dialogues with Ministry of Trade, Industry and Commerce on the revival of the cooperative alliance, and a national dialogue was held with the Uganda Revenue Authority (URA) focusing on harmonisation of local market levies.

Oxfam Novib's key partner on issues of regional trade and trade negotiations, SEATINI, delivered a number of outcomes that yielded results and impact to the communities they worked in and linked these with their lobbying and advocacy work towards the East African Community (EAC). Petitions on EPA negotiations provided guidance to the EAC secretariat in preparing its negotiation positions, and the Secretary General sent a letter expressing appreciation of SEATINI's efforts. SEATINI Uganda has also increasingly been recognised by the Minister of Trade, Industry and Cooperatives for its role in bringing together negotiators and non-state actors to develop negotiation positions. SEATINI was co-opted onto the maize and beans platform, where it represents civil society, and is constantly consulted by the Ministry of Trade on developing a national grains trade policy. The provisions in the articles of the EAC draft model investment treaty reflect SEATINI's position as a result of petition to the Uganda parliament, EAC Secretariat and East African Legislative Assembly. The issues raised by SEATINI on compliance with standards have been reflected in the draft grains trade policy, including the need to strengthen the monitoring and inspection of farm implements on the market, strengthening district implementing agencies, dissemination of standards, institutional coordination,

provision of grain storage facilities, promoting the warehouse receipt system and facilitating climate change mitigation. The EAC has started giving more attention to the issue of free movement of workers and has developed a draft policy on exchange of young workers.

In Nigeria, collaboration between Oxfam Novib, CONTINAF, Ferrero Rocher and the producer organisation FADU shows that if companies want to enter into direct trade relations with small farmers, all parties can benefit. The change CONTINAF made is paying off: an increasing number of small cocoa producers have been trained and certified, and more than 6,000 are now doing business with Continaf. Extension services to improve production are also bearing fruits: the yield per hectare increased from 350 kg to more than 600. Farmers are giving more attention to their cocoa orchards, replacing more and more old trees with new ones and pruning at the right times. One of the main problems is *side selling* by small farmers, as they can sometimes get higher prices with informal middleman, or for reasons of convenience. The project is working on reducing this problem.

CASE: Driving social responsibility innovations in the private sector

Aquaculture, the culture of seafood, is a fast expanding food production system in rural countryside in Asia. The industry currently provides over 60 billion USD in farm gate production value, involving an estimated 10-15 million farms (80% considered small-scale) and an associated workforce and number of livelihood dependencies close to 100 million people worldwide. The expansion of aquaculture presents opportunities for the rural poor to make a living and also risks that other rural poor living nearby will be negatively affected by aquaculture's footprint. Both opportunities and risks are particularly significant with shrimp farming.

The combination of opportunities and risks prompted the development of a responsibility standard around aquaculture production, the so-called Aquaculture Stewardship Council standard (ASC). Oxfam's engagement with this standard as an independent technical adviser strengthened criteria and indicators that seek to mitigate negative impact on rural poor communities, and trying to level the playing field for smallholders competing with large estate farms. The ASC standards now incorporate indicators for Free and Prior Informed Consent (FPIC) for new investments, fair contract farming, living wage, and participatory processes to recognise and act on social and environmental risks to surrounding rural communities.

In early 2015 the Swedish retailer Axfood approached Oxfam Novib to help them assess the actual reliability of an ASC audit on a farm in Vietnam from which they were interested in buying shrimps. Oxfam did the necessary assessments on the farm and interviews with workers and people living nearby, and provided a detailed report to Axfood on the quality and reliability of the ASC audit report vis-à-vis social criteria. In this particular case, Oxfam concluded that the official audits did miss a few social impact concerns, particularly around missing social security payments for short-term hired workers; temporary water shortages among neighbours in periods when the farm fills up its shrimp ponds; and declining crab catches around one of the farm's main water outlets. Recommendations were made to the farm management and, in writing, to the retailer, on how to consider these issues in farm management. This provided the farm with a clear and short-term business incentive to improve on its social responsibility, and provided the retailer with additional clarity on how it can contribute to social responsibility in its behaviour as a buyer. At the same time it provided short-term workers with additional social security guarantees, the neighbouring farmers with an opportunity to develop water management plans with the farm and avoid future surprise shortages, and local crab gatherers with assurances that water outlets, and pollution therein, would be more closely monitored.

Lessons of this activity are being brought back to the ASC via the retailer Axfood, so that the ASC can learn and improve on the reliability of audits and certification.

2.1.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/1Q2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	5	109	44	30	19	44	144
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	12	84					
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	4	93					
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	27	86					
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	14	112					

Performance on outcome and output level

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

2.1.1.1.3 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	16	63	26	38	42	26	43
	# research reports about specific themes and business activities in developing countries.	30	2					
	# information products (user guides, briefing papers, toolkits, websites, etc.).	41	5					
	# training courses and/or seminars about socially responsible entrepreneurship.	6	4					
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	17	22	68	79	119	31	44
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	10	2					
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	25	25					

Performance on outcome and output level

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

2.1.1.1.4 Agriculture has developed and food security has increased

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
1	# partners that are supported in order to carry out projects focusing on land, water and food	110	89	3,053,000 women and men	2,825,678	1,179,410	1,483,099	826.006
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).	20	58	876,000 women and men	61,706	159,099	49,921	40.815
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.	70	52	129 partners	47	69	82	200
	# local producers organisations that have received support to strengthen their lobbying and networking capacity	50	130					
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.	15	10	53 cases	7	11	17	84

Performance on outcome and output level:

Outcome indicators 1, 3, 4 and 16 are part of the Oxfam Novib theme Struggle for Land, Water and Food, and describe different interventions within this theme. The IMPACT alliance prioritises the agricultural development of smallholder farmers, as the majority of the poorest still live in rural areas and depend on agriculture and livestock for their livelihoods. In our assessment of our target group, smallholder producers, we use the five assets for rural livelihoods: natural, physical, social, human and financial⁵. All these elements enter into the programmes that Oxfam Novib supports, as they are interdependent for the development of small-scale agriculture. In 2014-2015, our results on the four types of intervention strategies – direct poverty alleviation, civil society building, national lobby and advocacy, and knowledge and innovation management – reflect these assets and are covered by the outcome indicators 1, 2, 3, 4, 5, 10 and 16. Outcome indicator 2 and 5 are covered in the next section

⁵ Natural: access to land and water; physical: tools, equipment, etc.; social: networks, organisations; human: education, competencies; financial: own funds, financial services

(financial sector), whereas outcome indicator 10 is discussed under 2.1.5.1 MDG 3 where our land work in 15 countries is described.

Positive contributions for outcome 1, more than expected, came from countries including Somalia, Pakistan, Cambodia, Egypt, Zimbabwe, Burundi and Niger, in all of which results significantly exceeded the original targets. Rwanda is an example where in retrospect the country target was too high for the means available. 200,000 farmers trained annually was not feasible, but the result of almost 100,000 farmers trained was still impressive.

Positive contributions for outcome 3 came from Myanmar, Pakistan and Vietnam. Burundi reported less than the target of 100,000 farmers on this outcome. The country team still did well, since the combined results of the related outcomes 1 and 3 did meet the combined targets. It shows that the emphasis in most training is on sustainable production methods (outcome 1), which already takes into account adapting to the local changing context, due to climate change.

For outcome indicator 4, in at least 14 countries a significantly higher number of civil society organisations have been trained than was foreseen: Senegal, Niger, South Sudan, Uganda, Nigeria, Rwanda, Burundi, Angola, Zimbabwe, Pakistan, Cambodia, Laos, Myanmar and Indonesia. Also both the Global and Pan African Programmes are exceeding the target. An explanation is that the CSOs trained include not only partners but also other member of alliances which include Oxfam Novib.

Different approaches can be found in Somalia, where a Participatory Rural Appraisal (PRA) in selected villages indicated needs, capacities and barriers to resilience of the target community when disasters occur. The PRA looked at social and physical vulnerability as well as the knowledge base of people who have lived through disasters and understand how such disasters make them vulnerable. The communities were involved in the preparation of the assessment and the design of the follow-up project to ensure that the project is relevant and effective. This involvement also helped improve ownership of the project and motivate community members and organisations to take steps to become more prepared. Moreover, the process helped to improve the knowledge base about drought disasters and their impact. As a result action was taken on various items including access to safe water: 42,000 community members have access to clean water for the household and animal use and 120 kitchen gardens have been established, so far generating an additional cash flow of 30 euros a month. An increase of access to sustainable food through improved productivity of the range areas has been achieved in rehabilitation projects in South-Central Somalia and Somaliland. Pastoral field schools were established to train pastoralists on range management techniques for soils and water management, rain water harvesting for plant use, land use planning and control of invasive weeds. The pastoral field school training was conducted using contact livestock farmers who had been equipped with highly specialised ToT training. The community training used an integrated approach that combined conventional training approaches with practical lessons at the farmer/pastoral field schools to ensure its effectiveness. The pastoralists were given a chance to practically compare traditional range management practices and scientific range management. Other topics covered in the pastoral field schools included: impact of climate on rangelands; land use systems; rangeland degradation and the major factors that contribute to it; how to assess and improve the rangeland condition; and natural resources interdependence. Soil and water management structures were developed in the communal rangelands such as terraces, zai pits, semi circular bunds and trapezoidal bunds. Local capacity was improved through the training of community animal health workers. Results were the use of high value and nutritious forage and pastures, the use of cheaper species for household fuel, herd control in tandem with the carrying capacity of the fragile ecological system and the availability of animal drugs and veterinarian services in the communities. In these activities, outcome indicators 1 and 3 are involved as a logical result of the PRA, showing that it is difficult to separate these interventions.

In Sudan, Oxfam Novib has supported four partners to increase the resilience of small farmers and pastoralists. In Q4 a programme was approved for Oxfam Novib and these partners in a consortium. In this programme, the aim is strengthening and building the resilience of pastoralists and small farmers; it focuses on access to land, water and fodder and the management of the natural resources, and offers financial support to pastoralists and small farmers through the provision of small loans and credit. A special challenge is solving conflicts of interest between small farmers and pastoralists. Livelihood programmes can be a tool of conflict management between rival groups fighting for land. In Sudan, a study was commissioned by the partner organisations SECS, MA'AN and SOS-Sahel on the national context of food security and conflict. Another study was done on the Gedarif context and theory of change outlining how to enhance the resilience of pastoralists and small farmers. Both studies were done as inputs for the earlier mentioned programme development and for lobby and advocacy for the consortium partners at national and regional level.

Soil degradation combined with the fragmentation of agricultural land requires the application of appropriate agricultural techniques and the use of improved seeds. The country office in Burundi indicates that households supported by partners differ considerably from non-supported households, although the surrounding households also benefit indirectly from learned techniques. This is the case for the preparation of composts in Cibitoke with CONSEDI or with the formation of saving groups without the support of ADISCO in Bubanza.

ADISCO has been supported for its training, advice and support to producer cooperatives created through the "Université Populaire Haguruka". Modules and training plans for cooperative leaders have been put in place. The managers of cooperatives involved in these trainings are mainly members of the board of directors or audit committee, managers, officers or commissioners of technical services and those responsible for storage. The aim is that all members of the different services be trained to improve the quality of cooperative services (outcome indicators 1 and 16).

A good example of outcome indicator 4 is provided by our programme in Laos. In enhancing community management of land and natural resources and promoting the legal basis for tenure, our partner PSNUA has worked on community land rights in four new and ten old target villages. PSNUA also works with district and provincial governments to support community participation in local dialogue on land and natural resource related issues. PSNUA has also worked with central and other levels of government on developing good practices on land and natural resources that enhance justice and strengthen tenure for communities. Our partner Land Issues Working Group (LIWG) is regularly involved in the presentation of key information on land issues, engaging in the national land policy development process by making policy recommendations to ensure tenure rights of communities are protected. LIWG was nominated as the co-chair organisation in the Land Sub-Sector Working Group (LSSWG) led by Department of Land Development and Planning under Ministry of Natural Resources and Environment. The policy dialogue around the development of the National Land Policy (NLP) continued over the first half of 2014 in close cooperation with GIZ. A number of development partners have shown interest in the key recommendations, along with some private sector actors who also have a stake in the policy due to the contents related to investment protection in the NLP's recent drafts. The dialogue has been less close with governmental stakeholders, although the National Assembly (NA) has expressed interest in co-organising land-related learning sessions together with LIWG in northern, central and southern parts of the country. The contents would, among other things, include presenting in detail the NLP Recommendations and providing a platform for discussion for NA members.

Partner organisation RUZIVO in Zimbabwe has realised 13 studies, including on the feasibility of the joint agricultural business dialogue forum (outcome indicator 1), emerging market (3), economic empowerment (3), large-scale land investment (4) and forestry and forestry governance. (16). Also Fairfood conducted studies on the food chain supply in Morocco (tomatoes) and Madagascar (the vanilla industry).

The next case is an example of our integrated approach. It shows how attention to different dimensions such as property rights, access to markets and gender issues work together to offer alternatives for families and communities.

CASE: Gender Action Learning System) in the livestock/cattle value chain in Zimbabwe

With support from GIZ, Oxfam Novib and the Farmers Association of Community self-Help Investment Groups (FACHIG) piloted the Gender Action Learning System (GALS) in the livestock/cattle value chain in Zimbabwe. Their experience shows that within a year, starting with the individual's own self-interest, it is possible to address structural issues and change behaviour of women and men that is deep-rooted in norms and traditions, by changing gender relations starting from the household level. Despite its erratic rainfall and little irrigation, Muzarabani district is an important source of animals for semi-urban and urban meat markets. Communities in the district subsist mainly on livestock production (cattle, goats, sheep and chicken), groundnuts, small grains and cotton, which is recently being abandoned due to low prices. Some farmers have gone into horticulture, mainly tomatoes. Women in farming households face a disproportionate labour burden. Cattle are owned by men, and women are not involved in sales. Trade is dominated by middlemen, who set prices when purchasing house to house from families that are desperate for cash.

Oxfam Novib partner FACHIG estimates that in three wards in the district alone, there are about 1200 cattle farming households, of which 1166 farmers (502 men and 664 women, largely from the same households) participated in piloting the Gender Action Learning System (GALS) aiming at gender justice and better livestock business for local economic development. Through FACHIG farmers are organised into groups for collective advocacy and recognition in the value chain.

Central in the theory of change of WEMAN is that gender and social inequality are root causes of poverty, and critical to understand the weakest links in value chains. If value chain upgrading is to lead to sustainable growth and poverty reduction at the same time, these underlying issues need to be addressed as an integral part of any intervention. Changing gender norms and relations at household level, gender discrimination in markets and sensitive issues such as domestic violence requires building movements for change at community level. WEMAN assumes that movements are best catalysed by "champions" from among the poorest women and men, rather than existing leaders in the community. GALS aims to give women and men more control over their lives and to catalyse and support a sustainable movement for gender justice. It promotes equality in rights and opportunities by:

- empowering the most vulnerable women and men to develop, negotiate, implement and monitor their own plans for increasing productivity, quality and incomes, reducing livelihood risks and increasing gender equality within households;
- bringing about significant changes in property rights, gender-based violence and participation in economic decision-making;
- in the context of value chain development, engaging with and gaining the commitment of more powerful private sector actors at the local and national levels to develop win-win strategies for value chain development that address gender issues and promote inclusion of the most vulnerable.

The role of the Oxfam Novib WEMAN team was to guide the adaptation of GALS, provide technical assistance and support, monitor the quality of applying the global principles of WEMAN, document and disseminate best practices and manuals, facilitate south-south sharing of experiences and oversee the linkages with other projects.

Results were achieved at the following levels:

1. Behaviour change at household and community level
Women gaining property rights: In total 1166 farmers (502 men and 664 women) are using GALS since the pilot. In 56% of the 900 households consulted, the main male owner of cattle issued a verbal will in the extended family stating that in case he dies, his wife will inherit the cattle.

Domestic violence reduced: Out of 425 households that reported domestic violence before the pilot, 379 (almost 90%) reported that domestic violence has stopped.

2. Changes at organisational levels

Revival of farmer groups and savings and credit: old groups have been reinvigorated and new ones formed since GALS started, with a reported increase of 34% membership in the wards where GALS has been implemented.

Women taking up leadership roles: most of the peer trainers are women and two of the five members of the Centre Livestock Development Committee are women. Of the 10-member team selected by the farmers to go to Harare for a week to do market research on the livestock value chain, five were women. The number of women selling cattle at the auction is also increasing.

FACHIG changed its traditional food security approach targeting women, to a community-led and gender sensitive value chain development approach: FACHIG has been moving away from a “humanitarian” approach of giving agricultural inputs like seeds and fertiliser to a more sustainable, development oriented approach.

Extension technical services from LPD and DVS are more demand driven: Since the pilot, farmers are actively seeking knowledge and demanding the services of the agricultural extension workers, especially on technical knowledge to improve the quality of their livestock (pen fattening) and disease control.

3. Private sector engagement

Community public private partnership: through their collective action, farmers rehabilitated the cattle sales pen. This formed the basis to negotiate for a partnership with local authorities (council and livestock department) and the private sector (private auctioneer and cattle/livestock buyers). Many challenges with setting up the auction system were managed through multi-stakeholder win-win meetings, using GALS tools to make these inclusive, gender sensitive and action oriented. After initial boycotts and collusion, buyers recognised that the system proposed by farmers reduces their transaction costs and provides them with a more reliable supply of better quality animals. It reduces their risks and gives them more security to repay their loans. At the same time, it gives both women and men farmers the opportunity to become influential business partners, adding value and increasing quality and farm gate prices.

2.1.1.1.5 The financial sector has grown

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
2	# microfinance organizations (MFIs) that have received support in order to increase access to financial services for people living in poverty.	26	232	597.000 women and men	387,482	376,957	260,038	327.857
	# new social brands that have been developed by small producers and artists in developing countries.	6	252					
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.	12	16	30 partners	29	17	28	16
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.	2	1	6 cases	4	81	2	12
	# information products (user guides, briefing papers, toolkits, websites, etc.).	24	1					

Performance on outcome and output level:

Oxfam Novib and (rural) finance:

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 325,000 men and women. The overall targets on outcome level for 2015 have already been met.

Oxfam Novib supports a number of organisations involved in the promotion and accompaniment of saving groups, consisting of very poor mostly women in remote areas. Outreach of these programmes is in total 251,096 beneficiaries. An example is Ophavela in Mozambique of which Oxfam Novib is one of the funders. OPHAVELA has so far worked with 5,530 groups of VSLAs (Village Saving and Loans Associations) with 98,250 members (63.3% women), training them on matters related to services such as savings, credit and micro-insurance. During reporting period, Ophavela trained 10,674 VSLA members. The introduction of M-kesh, a saving system using phones and implemented

in partnership with Mozambique Cellular, has reduced the risk of loss or disappearance of cash savings. The impact of this activity is visible on the ground, as awareness of saving and entrepreneurship has been growing, which was visible during monitoring visits.

In The Netherlands, our network of business ambassadors now consists of 800 businesses, supporting our microfinance grant programme. Started in 2009, it has grown 12% year on year.

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 in order to grow and become self-sustaining. Through Triple Jump Advisory Services (TJAS), Oxfam Novib supported 10 MFIs in Africa in their growth, 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. An example of this work is given in the case at the end of this section.

In the Monitoring Report of 2013/2014, we announced the internal evaluation of our rural finance component. The results are discussed in the section 3.8 (Learning ability of the organisation/progress learning agenda), but we refer here to two conclusions. The first is that Oxfam Novib is expanding access to finance in rural areas not just through the graduation model (from start-up to expanding to mature MFI), but also by supporting more mature MFIs wanting to develop products for rural areas and expanding their activities for this purpose. The second is that we need to link more the microfinance programme and the MFIs in our loan portfolio with other components of our livelihood work. For example, we have started with TJAS a feasibility study in Burundi to link saving groups of producer organisations with existing MFIs. The results are available and can be shared on request.

The Oxfam Novib Fund for micro credit

As of March 2015, the Oxfam Novib Fund (ONF), managed by Triple Jump, had €32.5 million in loans and guarantees outstanding in 34 countries. 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 country of the MFI. More than 61% of our portfolio consists of loans in local currency, 7% in US dollars and 32% in euros. The 54 MFIs reach out to 76,761 direct beneficiaries, of whom 71% are women and 48% live in rural areas. 44% of the portfolio is now in the Oxfam Novib focus countries. There is a steady increase in loans outstanding in Africa, the share raising from 23% in 2010 to 57% in March 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. Oxfam Novib has invested €5.5 million in the Triple Jump Innovation Fund.

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.

Outcome indicator 17 has already been met in previous years.

CASE: Oxfam Novib Fund for micro credit

Caurie is an ONF client in an ONF priority country Senegal. Caurie's products are focused on group loans, but they are committed to grow the number of individual loans and are seeking to develop a mobile banking product. 55% of their portfolio is rural, 99% of their clients are female and they have a relatively low interest rate for the clients. The potential impact from supporting Caurie is high.

Caurie was created in 2005 by Catholic Relief Services and Caritas Senegal as a limited liability company. It became a cooperative in 2010 to benefit from tax exemption and to protect the organisation's mission. It has an almost countrywide geographic coverage. Caurie's portfolio and client base have grown strongly since 2010 and it has now a market share of 12% of clients (3rd in Senegal) but only 2% of portfolio (7th in Senegal), indicating a very low average loan outstanding (EUR 119). The MFI is relatively efficient, with over 800 clients per loan officer. By increasing their average loan size, they will improve productivity and meet the needs of their clients who are demanding larger loans. Caurie has experienced microfinance staff, as shown by the very low rate of bad loans for their group loan products. However, they have limited experience with Individual lending, which is shown by the high number of bad loans for the individual loan product. The organisation wants to grow this product from 5% to 15% of the total portfolio, which will require support to improve the product and their policies and procedures. This project will identify and correct weaknesses with product design as well as policies and procedures. The project will train the credit staff to be able to better analyse the risk of lending to and effectively monitoring individual borrowers.

TJAS developed training materials for credit staff from branches across the country on risk analysis, management and monitoring of individual credit products, and workshops were held with staff. After the workshops the implementation and development was monitored to assess the ability of the credit officers to use the new methodology and tools. This part is still in progress. At the end of the assignment, the consultant will give recommendations for improving the quality of the product. At a later stage, Caurie will be supported with the introduction of mobile banking products to reach more clients in remote areas of the country.

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 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	7	2	23	28	19	23	2
7	# local partner organisations active in climate adaptation, which are supported in	16	70	29	21	67	16	84

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
	order to strengthen their capacities in the field of lobbying, research and accountability.							
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	10	5					
12	# partner organisations that have sufficient resources and knowledge to lobby effectively in the field of climate change and adaptation.	4	84	12	2	5	0	64

Performance on outcome and output level

In 2011 we reported that due to extra budget cuts on the MFSII budget at the end of 2010, we merged climate change with the priority theme “Struggle for land, water and food”; the international lobby and advocacy on this topic is described in 2.2.1.2.

CASE: Trade, Climate Change and Food Security in South Asia – Phase II: The Saarc Food Bank for Food Security in South Asia

In October 2010, South Asia Watch on Trade, Economics and Environment (SAWTEE) implemented the project “Trade, Climate Change and Food Security Programme in South Asia – Phase I” with the support of Oxfam Novib. The project’s primary objective was to contribute towards promoting food security in South Asia by helping countries to mitigate and adapt to the impact of climate change and promoting development-friendly trade policies and practices.

SAWTEE developed a second phase of the project, with the goal of contributing to making trade and climate change negotiations and outcomes fair, inclusive, equitable and mutually supportive for ensuring food security in South Asia.

Specific objectives of the project were as follows:

1. to add to the knowledge and understanding of trade, climate change and food security issues by filling in research gaps;
2. to advocate and lobby at national, regional and international levels for appropriate strategies and measures needed to address the challenges of climate change and food insecurity;
3. to strengthen the capacity of government and non-government organisations, including community-based organisations, women’s groups, entrepreneurs, national/regional research and advocacy networks and media organisations, for wider collaborative work on trade, climate change and food security issues and to make trade, climate and food security policies more coherent;
4. to expand and strengthen networking and partnership among them. .

Realising the urgency of addressing food insecurity in the region through collective action, the 14th SAARC summit in Islamabad in 2007 established the SAARC Food Bank (SFB). However, despite the fact that the region has in the meantime suffered severe food shortages due to price volatility and large-scale natural disasters, the SFB is still yet to be operationalised. Many SAARC countries, being net food importers, have failed to fulfil their obligations to contribute to the reserve’s stock of 486,000

metric tons of food grains. Operational and political issues lay at the core of the problems. More importantly, some have argued that the proposed volume of reserves under the SFB is not adequate to effectively respond to a serious food shortage.

In this context, SAWTEE conducted a regional research study on the issue. The primary objective was to discuss the current status of the SAARC Food Bank and identify what steps should be taken to make it operational. The discussion paper directly contributed to existing knowledge and understanding of the significance of the SAARC Food Bank in addressing regional food insecurity and the way forward for the operationalisation of the Bank. It also provided the basis for effective advocacy at the national and regional levels for the formulation of appropriate strategies and measures to address the challenges of climate change and food insecurity by making the SAARC Food Bank operational in the near future.

As intended, the findings of the study have successfully provided direction to the ongoing debate at the policy level on how to make the SAARC Food Bank operational. A notable outcome of SAWTEE's advocacy of the findings of the study was the adoption of the 18th SAARC Summit Declaration, in which the Leaders of the SAARC member states agreed to eliminate the threshold criteria from the SAARC Food Bank Agreement in an attempt to make the SAARC Food Bank operational.

Conclusions (for MDGs 1 and 7):

The IMPACT alliance considers the results on MDG1 as good, in view of the fact that a majority of the targets for 2015 have already been met. The integrated approach shows results, by combining programmes on the different assets as previously described with different approaches on direct poverty alleviation, civil society building, lobby and advocacy (see also the next chapter) and learning. We have reached more than one million smallholder producers and more than 325,000 direct beneficiaries have enjoyed financial services, through grant programmes and loans to microfinance institutions. Gender is an important part of our intervention and results show an increased impact on the lives of poor people from integrating this in a coherent way in our approach.

2.1.2 Programme Right to basic social services

Objectives

Access to high quality education for more girls and boys

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

2.1.2.1 MDG 2: Education

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

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

Introduction

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

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

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

2.1.2.1.1 Greater participation in formal and non-formal primary education

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised outcomes 2014/2015
19	# partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.	19	41	706,000 men and women	464,428	388,075	215,591	187,397
	# partner organisations in more stable countries that have implemented projects providing educational services to girls, boys and young women.	16	2					
	# partner organisations in both fragile states and more stable countries that have implemented innovative educational projects aimed at quality improvement.	27	31					
	# pilot projects in further education, in particular for girls that have been implemented.	10	4					

Performance on outcome and output level:

To date the IMPACT alliance has surpassed its target of providing education services for girls, boys, women and men. However, the numbers per year in outcomes are progressively decreasing, as seen in the outcomes for 2013 and 2014. 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. The work that continues is mostly being done in fragile contexts and is of a smaller scale because there is often not the possibility to work with governments that can bring it to scale.

For example, HIRDA in Somalia focused in 2014 on enhancing school enrolment and capacity building through scholarships, school rehabilitation and teacher training. One of the major lessons learned for HIRDA during the years of receiving MFS II funding is the testing and implementation of the School Administrative System (SAS). In 2014, they lobbied within education networks, NGOs and the Ministry of Education for the uptake of SAS. However, this is happening slowly due to lack of internet, computers, electricity and the ICT knowledge required to work the system. Although adjustments have been made – for example, making a new version of the system that can be installed through a USB stick and thus requires no internet – the system is not in use as planned. HIRDA has, however, had larger success with SAS in Somaliland, which is better equipped than South-Central regions of Somalia in ICT.

2014 saw the first students graduating from Indus Bits in Jamshoro, an innovative education project in Pakistan that teaches web design. The school is affiliated with Mehran University of Engineering and

technology for instruction quality assurance, examination and certification, and is patterned from similar successful experiences of Butterfly Works in Kenya, Ethiopia, Tanzania and Uganda. The admission criteria include the need for grade 10 science, though positive discrimination was used in application criteria to have students from marginalised and deprived groups, especially female and transgendered persons. Check out the IndusBits website at www.indusbits.org for videos and work done by students.

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	2000	100	3	3	0	0	1

In 2014, Oxfam Novib continued to finance and participate in the Global Campaign for Education (GCE) Netherlands, engaging Dutch citizens a.o. through contributing to the organization of a seminar on *Development for All through Education* (focusing on the role of education for the priorities of Dutch policy on development cooperation), and a workshop on inclusive education in development and emergency situations. In addition, Oxfam Novib provided a guest lecture to Wageningen University students on Gender mainstreaming in the education sector, and opened the MUNESCO conference for Dutch secondary school students with a presentation on quality education for all.

In 2014 the Even it up campaign started, which focuses on fair taxation to finance social programmes such as education and health. More on this outcome can be found in chapter 2.2.2.

2.1.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Output 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	27	16	24	12	8	9	17

	# Southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	6	30					
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	5	28					
26	# partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions.	5	0	29	5	7	2	1
	# instruments (e.g. for measuring behavioural change in educational programmes) that have been developed jointly by local partners, research institutes and the IMPACT alliance.	6	0					
	# partners, research institutes and staff of IMPACT alliance that are participating in five knowledge exchange programmes about measuring and demonstrating the effects of educational programmes on behavioural change.	4	0					

Performance on outcome and output level:

For OI 23, where southern partners have lobbied their governments we have surpassed our targets to reach our goals by 2015. That said, some strong lobby work was done in 2014. For example, in Afghanistan the My Rights My Voice (MRMV) project continued to support local, district, provincial and university youth groups to demand their rights to health and education. The project's youth advocacy networks were strengthened, while the project also supported the Deputy Ministry of Youth Affairs to better respond to youth issues. Youth groups met with parents, elders and duty-bearers at quarterly events to share achievements and discuss challenges. Youth campaigners from 122 youth committees also facilitated meetings in Kabul and project provinces to voice their concerns and call for better services. Training in public speaking and media skills supported this advocacy work, while youth involvement in volunteering and fundraising initiatives strengthened relations with community members and local officials. Youth groups organised various activities such as a radio show, book-reading competitions and wall-painting sessions to raise awareness among their peers of issues such as lack of school equipment or quality medicine. The radio programme alone reached 150,000

people. As a result, the Afghanistan Youth National Policy was ratified by the Ministry of Councils. MRMV youth had advocated for this policy in 2013, and had input into the drafting process.

Oxfam partner Teachers' Creativity Center in Palestine has focused its advocacy work on the need for an educational system that is more inclusive for people with disabilities. It pursued policies and procedures to support implementation of the People with Disabilities Rights Law, submitting a first draft of policy recommendations for discussion with the Ministry of Local Governance, the MoH, MoE, MoH and MoSA. The drafting process included consultations with representatives of the General Union of People with Disabilities, in addition to leaders among youth with disabilities in the Union and people with disabilities who are members of the GUPWD (General Union of People with Disability). The Global Action Week, organised every year under the Global Campaign for Education for All, was centred on the message "towards inclusive educational institutions by 2020 in OPT" and resulted in a draft action plan and advocacy strategy for the GUPWD in OPT.

In Cambodia, through "Ask Your MP" young people directly communicated their issues to their elected representatives. Through an online campaign platform 205 youth were involved in raising issues that affect them. After the forum was developed, various promotional strategies were used including t-shirts, brochures and stickers given to youth forums and NGO partners. A radio spot was broadcast twice daily on three radio stations. To introduce the new platform, 53 forums were conducted with around 15 participants each in 22 of the country's 24 provinces .

It would seem from the numbers that we are not performing on KPI 26, which speaks to the IMPACT alliance's learning agenda on education, but this is misleading: we have realised that the way we are measuring is not logical as it does not capture all sharing, learning and innovating on education practices. For example, in Mali the Quality Educators For All project used Most Significant Change and Participatory Video methodologies so beneficiaries could speak about how the project is going. Some of the materials were used to develop a small video to show during the UNESCO-Hamban Foundation Prize ceremony held in October in Paris in where Oxfam Novib with Education International won the education innovation prize for its Quality Educators for All Project in Mali and Uganda. The video can be seen on <http://www.oxfamnovib.nl/Quality-teaching-benefits-generations-to-come.html>.

In Yemen, Oxfam partner YLDF has further developed and refined its approach of training youth to use cameras to capture, present and discuss relevant issues for and with youth. This project dealt with issues such as gender justice, violence against women and girls, and girls' education. 30 youngsters (15 female and 15 male) from three governorates (Aden, Taiz and Hodeida) were trained on these topics as well as technological matters, resulting in six documentaries being presented to groups of youth, after which discussions were facilitated. More field based research on film themes was found to be necessary, to gather as much practical data as possible; YLDF also learned that more time for the participatory exercises was crucial for getting better quality documentaries. YLDF started to seek partnerships with production companies to improve the quality of project deliverables.

CASE: quality education for the poor in Bangladesh

Despite high rate of enrolment in primary schools in Bangladesh, the number of girls dropping out is still high and people living in extreme poverty are still not getting quality education. The primary education development plan which has been initiated is not adequately pro-poor. Promotion of equity and access to education; decentralising education administration and special needs education remain additional issues to achieve MDG 2.

Oxfam Novib has focused on influencing change by a range of duty bearers including government and other service providers working within the government framework. The programme has been delivered through a range of partners and campaign alliances. One of the partners Oxfam Novib works with is Amar Odhikar (AOF), which focuses on research, advocacy, lobbying and engagement

of media and community people at local and national level. At the local level, school management committees and student councils were supported to be more proactive in developing local civil society to create demand for quality education in 21 districts (210 schools). At the national level, AOF has influenced policy such as the draft National Education Law through key persons at the Ministry of Education. It is developing a policy advocacy agenda on pedagogy, textbooks, assessment and quality issues, and consultations of various types are also being used to increase participation and strengthen the voice of civil society in policy formulation and implementation.

In 2014 a massive awareness raising campaign was carried out to ensure accountability of duty-bearers in primary education (see <https://www.youtube.com/watch?v=MUWsC4cV63w>). Through the mobile campaign and by developing and distributing information, education and communication materials, an audience of over 500,000 people was reached.

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

Outcome IMPACT alliance	Output	Target Output 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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).	23	14	49	20	38	21	14
	# 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.	12	5					
	# southern partner organisations active in education that have been trained in participative budget planning and monitoring.	11	10					

Performance on outcome and output level:

The IMPACT alliance believes that empowering parents, teachers and students is a key strategy to hold governments accountable for providing quality education for all. Evidence has also shown that increased involvement of parents and teachers can improve the overall quality of education provided. The alliance successfully strengthened involvement of parents, teachers and students in education interventions in 2014.

The organisation Juzoor in East Jerusalem involved 233 parents and teachers (208 females and 25 males) at the targeted 10 schools as part of improving emergency preparedness at schools and training them on first aid and CPR. Juzoor also built the capacity of schools in health education (first aid and CPR) through training of first aid teams comprising 34 teachers and parents. Many Awqaf (religious) and private schools do not have trained nurses or staff to deal with emergency incidents. One of the lessons learnt in achieving this success was the need to coordinate with authorities, including the Ministry of Education and relevant directorates, to facilitate work at the targeted schools.

Involving them through meeting with them on a regular basis and providing them with updates on our work on the East Jerusalem project proved to be excellent mechanism to positively engage them for the benefit of the targeted communities.

In Mozambique Oxfam works with the organisation AMME to strengthen its institutional capacity to implement its strategic plan and meet its objective of promoting greater gender equality in society, specifically in the education sector. In Mozambique, 44% of girls aged 15-24 are illiterate and only just over one-tenth will finish high school. While 94% of girls enrol in primary school more than half give up before the 5th grade, only 11% continue studies to secondary level and only 1% reaches university.⁶ AMME's project consists of a combination of training activists and ensuring girls go to school through scholarship programmes. One 8th grade student in Sangavieira General Secondary School explains: "I go to school to change my life, to have knowledge, and in the future get a good job and change my economic situation". Through the work of AMME a hundred girls in five districts are now attending school.

2.1.2.2 MDG 4, 5 and 6: Health

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

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

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

Outcome IMPACT alliance	Output	Target Output 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	26	11	11	9	3	0	1
25	# Dutch citizens that have been mobilised	0	0	16	2	1	0	0

⁶ LIGADA. Adolescents girl's participation, on equal terms, in the economy, Feasibility study for an Urban Ligada Programme. Kerry Selvester – July 2014, DFID

	by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.							
	# 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.	12	1					

Performance on outcome and output level:

The IMPACT alliance has advocated for more availability of preventive measures to ensure young women and men have access to quality health services. This result strongly connects to work done in the programme on gender justice. For KPI 24 the IMPACT alliance had already met its targets for 2015; nonetheless, there has been a great deal of lobby and advocacy around SRH work in 2014, especially within the My Rights My Voice Programme, which benefited from scaling up thanks to funds from the Dutch government on preventing early childhood marriages.

In Pakistan the My Rights My Voice project reached over 250,000 people to build support for including life skills- based education in the school curriculum. This involved pledge cards, social media, text messaging and 17 radio programmes, including drama and talk shows, aired simultaneously on mainstream FM radio channels in nine target districts. Theatre performances reached out to over 5000 people in nine targeted districts.

In DRC, for World AIDS Day on December 1st Oxfam supported the National Programme to Fight against HIV/AIDS (PNMLS) to organise a mass mobilisation of communities in South Kivu to become more aware of sexually transmitted infections and get themselves tested. Other campaigning activities in DRC included 240 students (120 girls) who participated in “sound waves” radio clubs discussing women and youth political participation, VAWG and SRH.

The Universal Access to Female Condoms (UAFC) programme has three overall objectives (1) to ensure available and affordable condoms, (2) to create increased demand for and sustained use of female condoms and (3) to ensure financial and political support from global and local policy makers, donors and implementing organisations. The female condom market intelligence portal was launched in 2014 enabling both procurers and governments to have insights into price and product developments of female condoms. A new activity in 2014 was the capacity building support on supply chain management in Mozambique. Possible new strategies moving forward in 2016 and set up of the UAFC Programme are currently being discussed within the UAFC consortium members.

As explained in the previous section on education, Oxfam Novib in 2012 decided to focus instead on the GROW Campaign, which has resulted in no Dutch citizens being reached under KPI 25 on SRH.

CASE: Empowerment and Voice of Youth

My Rights My Voice (MRMV) is a multi-country project promoting the empowerment and voice of youth to improve quality education and health. In Niger, Oxfam and our partners continued to support 2,500 young people from the 70 *espaces* (youth confederations) to advocate for their health, education and SRH rights, particularly those of girls and young women. Members organised youth-centred discussions, radio debates and public campaigns to raise awareness and lobby for better access to health and education services. Music and theatre performances were particularly effective in communicating messages to peers, parents and duty-bearers. MRMV youth participants

experienced a notable increase in confidence in their public campaigning roles as a result of training in leadership, self-expression, communication, advocacy and community outreach, as well as targeted training sessions for young women.

Youth campaigners also received training in SRH issues to support their awareness-raising and advocacy activities on sensitive areas such as child marriage, early pregnancy, female genital mutilation and HIV/AIDS. These newly acquired skills, knowledge and information were shared with other youth associations (with about 250 members in total) through peer-to-peer learning, inter-regional meetings and a new telephone network system. Parents, local authorities, community and religious leaders are increasingly lending their support to the campaign, and have been included in project planning and activities to ensure their buy-in. Project learning has been captured in films and documents, and workshops throughout the year have enabled reflection and planning.

Here is a story from Fanta, aged 28, MRMV youth group member: ‘Education and healthcare are two of our biggest challenges in Niger. People say, “Health is the mother of the body”, you can’t do anything without it. And education is the key to pushing a country forward. What I see in Niger are strong young people, ready to act for their rights, and I truly believe that we will bring about change in these areas by pushing our decision-makers to act.

‘MRMV has given youth a huge voice so that they can lobby authorities and run awareness campaigns in their communities. It has helped a lot of people to know about their SRH and education rights, especially young women. Now, girls are coming back to study after having left school at a young age. More and more people know about the dangers of child marriage. Parents are also becoming interested in our campaigning, and come to help with our demonstrations and hear our messages. I hope that MRMV will continue and spread throughout Niger, because initiatives that put young people at the forefront can only be a benefit to our nation.’

2.1.2.2.2 Increased take-up of public and private health care

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
20	# partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.	24	34	697.000 men and women	1.009.292	1,065,165	518,906	1,261,617

Performance on outcome and output level:

The original targets made in 2010 proved to be grossly underestimates as we almost always exceed the figure for the whole five years in any given year. The main reason for this is the use of ICT tools in a growing number of the countries we work in. Providing much-needed information on SRH to young people by SMS and online can quickly increase the numbers of young people reached.

In Mali, for example, 15,745 people used the mobile platform in 2014. In the past year six counselors were trained and 5,609 people were reached with information about the services through promotional activities administered by the counselors. Almost 2,000 youth were reached through road shows and concerts. A significant number of user questions (12.93%) focused on the menstrual cycle. We also noticed that young people are interested in the relationship between culture and sex and the topic of virginity, which is still a big issue amongst some ethnic groups. Questions about homosexuality or emotional change were the topic of fewer questions, respectively 0.7% and 0.8%.

Juzoor in Palestine reached 3,022 youth and adults (374 male, 2,648 female) through its various SRHR training programmes targeting health and education service providers, parents and youth and

via mainstreaming SRHR throughout its health interventions. Juzoor has continued to use a participative peer-to-peer (and especially women-to-women) approach in its community work. Juzoor has started working for the establishment of local protection committees in UNWRA camps, by training key people in the camps (health and education service providers) and equipping local information points. Such participative and empowering approaches have proved to be very successful in dealing with sensitive issues in a highly conservative context.

In Palestine the organisation PMRS has continued to implement a set of community outreach activities to enhance population awareness and community mobilisation via health coalitions and women's groups towards health rights, SRH and gender-based violence, including early marriage. Under its work with university and health school students, PMRS has developed a book entitled "youth to youth" (in Arabic), which focuses on SRH and provides information and interactive methods to conduct informative sessions on SRH.

September 2014 saw the start of a multi-country programme, including Pakistan, to prevent child marriage in collaboration with Save the Children. Training manuals have been developed on how to prevent child marriages, and a task force has been formed. The role of the task force is to highlight cases of child marriage in the project's target areas and take action to prevent them.

CASE: Sexual Reproductive Health Rights in Laos

In Laos the Vientiane Youth Centre for Health and Development (VYC) conducted mapping of migrant youth in Vientiane capital followed by tailored group outreach sessions in garment factories and schools. As a result, 3,250 migrant young people aged 15-24 (1,530 of them female) were reached with sexual and reproductive health information. Furthermore, 45,000 young people (26,200 female) have used the hotline information services to obtain personal counselling on SRHR matters and have been made aware of the clinical services offered by VYCHD or other health services.

A personal story: 26 year old Vansalong Kangwen (Eueng) comes from a disadvantaged family and financially supported them by working as a chef in a restaurant. In 2009 he attended peer education training as a volunteer and started gaining skills on reproductive health, sexually transmitted diseases, drugs, legal and human rights and preventing violence. With this training he started hosting activities and coaching young people in schools, dormitories and factories to also be peer educators. He graduated in 2013 from Pakpasak Technical College and in 2014 he joined the hotline centre as a telephone counsellor. After years of volunteering Eueng has become a full time employee at VYC, and loves that he can dedicate more time to listening to others in confidence and helping them to solve their problems.

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
27	# knowledge trajectories that have been organised in the field of HIV/AIDS mainstreaming	4	38	11	7	4	3	2
	# local and international partners that have the resources and capacity to document their experiences and to publicise them (inter)nationally.	3	23					

Performance on outcome and output level:

In 2014 the IMPACT alliance supported partners in a number of countries, sometimes working with knowledge institutes, to be able to better involve youth, PLWHA (people living with HIV/AIDS) and/or women in their programmes. Involvement of these groups is key to ensure SHRH programmes are sensitive to their needs and thus more effective.

In Mozambique the Oxfam office has launched and is implementing a policy on HIV/AIDS in the work place, including post-exposure prophylaxis for staff who have been exposed to HIV through an agreement with a health facility. They also conducted trainings with partners and government officials in Zambezia, Sofala, Inhambane, Gaza and Nampula on issues related to HIV/AIDS in emergencies. Results included better coordination among CSOs, government and local authorities on HIV mainstreaming, and improved availability of prevention services and tools (condoms, information materials, post-exposure prophylaxis, talks, ante-natal care and delivery). PLWHA were considered in all programmes and often were direct beneficiaries. According to our partners, stigma and discrimination against PLWHA in communities has been reducing gradually due to sensitisation activities and mainstreaming of HIV/AIDS in Oxfam and partner interventions.

In Nigeria a number of Oxfam partners have developed and implemented workplace policies on HIV/AIDS. In particular, partners who used the WEMAN methodology of GALS considered it to be valuable for helping small farmers to consider HIV at the household and community level.

In 2014 the Somaliland National Youth Organization (SONYO) carried out a participatory action research 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 about 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 key recommendation was to support two strategies: 1) a youth and HIV/AIDS strategy aimed at informing programming for and with youth on HIV/AIDS; and 2) a life skill based education strategy mainstreaming HIV/AIDS and SRHR issues into the school curriculum.

CASE: The voice of LGBT people

In Pakistan the Youth in Difficult Circumstances Project has improved the visibility and voice of LGBT people through the use of social and print media and built their knowledge of their rights.

The story of Jawad: 'I was invited to YDC Solidarity Circle Meeting in Lahore last year. It was a very pleasant and liberating experience to be part of a venture where members of Pakistan's LGBT community had gathered to start discourse on the violation of their basic human rights. Pakistan is a country where being lesbian, gay, bisexual or a transgender is considered taboo and homosexuality is criminalised. Keeping in mind the socio-cultural and religious dynamics in Pakistan I was surprised that there are people in this country who want to take up rights for the sexual minorities.

'There were some 30 community members at the first meeting and for the very first time I felt as if I am really not alone in this. Most members were very forthcoming when it came to sharing their experiences – some more vocal than others, but every single one of us had something to add to the proceedings. I also got an opportunity to express my views on living a secret life as a gay man in Pakistan. This secret that I have not been able to share with my family and friends I was able to share in a group with total strangers who did not feel like strangers at all.

'Life as a gay man in Pakistan is not easy. There is always family pressure to follow societal norms and risk of social boycott from relatives and friends if they discover you are homosexual. The fear of discovery is constant. It never leaves you. All of your choices and decisions are influenced by this fear which is very crippling. It keeps you from reaching your full potential as a person. But at the first solidarity circle meeting and the ones that followed it, I felt as if I no longer need to hide. I was amongst people who understood me. Their struggles were similar to my struggles. No one sitting in the Solidarity Circle meetings was looking down upon me just because I like men.

'If not for the love, respect and encouragement I received in those meetings I would never have been able to tell a single soul that I am a gay man. Now a weight has been lifted off my chest. My thoughts are no longer chained. I am part of a group now where I can be myself and strategise with my fellow LGBT community members about ways that rights should be won for us in Pakistan.'

2.1.2.2.4 Greater equality in healthcare access for men and women

Outcome IMPACT alliance	Output	Target Outputs 2014/1Q2015	Realised Outputs 2014/1Q2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/1Q2014	Realised Outcomes 2014/1Q2015
22	# organisations of people living with HIV that are (also) supported by the IMPACT alliance.	13	65	22	23	21	40	50
	# partner organisations that are active in SRHR and that receive support or training in order to strengthen their capacities in terms of transparency and participative planning, monitoring and evaluation.	45	75					

Performance on outcome and output level:

In 2014 the IMPACT alliance supported partners in a number of countries, sometimes working with knowledge institutes, to be able to better involve youth, PLWH and/or women in their programmes. Involvement of these groups is key to ensure SHRH programmes are sensitive to their needs and thus more effective. Participation of these groups also reduces the stigma faced particularly by PLWH, empowers groups that face exclusion, and strengthens the downward accountability of NGOs. More emphasis on our work Sexual Reproductive Health led to increased outputs on OI 22.

An exciting development in the third year of the My Rights My Voice programme is that youth really started taking over projects. In Mali, for example, the youth advisory board has established their own identity, independent from MRMV.

CASE: MRMV Annual Learning Event

The MRMV 2014 Annual Learning Event saw 30 Oxfam staff, partner representatives and youth campaigners come together in The Hague in June. The seven-day event allowed MRMV colleagues from 10 countries (Afghanistan, Georgia, Mali, Nepal, Niger, Pakistan, Tanzania, Vietnam, the Netherlands and the UK) to reconnect with each other and reflect on and exchange their experiences of the programme so far. It was also an opportunity to re-invent the programme in response to the richness of learning and experience gathered, and to re-energise and consolidate efforts in preparation for the final 18 months. The theme of the workshop, 'The MRMV Journey', encouraged participants to think through what had brought them to this work, what they had learned and achieved along the way, and what hopes and plans they had for the future.

To ensure that MRMV youth representatives were at the forefront of the process, they took part in a two-day participatory video workshop before the event. This enabled them to explore learning from the programme in a safe and creative space, have fun and build their skills. The resulting film was shown during the event. During the week, participants gained insights into, and a deeper understanding of, the approaches and strategies that enable young people to lead transformational change in their own and others' lives. The event began by looking at all participants' journeys as campaigners for social change, then reflected on and celebrated the huge achievements of the programme in just two and a half years.

The vitality and creativity of MRMV's work with young people has been made possible by a collective commitment to reflect on and adapt to changing realities, and learning for change and improvement has been a feature of the programme since its inception. Reviewing the key findings and recommendations from the recent gender and mid-term reviews of the programme allowed participants to look critically at MRMV's work, addressing blind spots, examining assumptions and exploring dilemmas. Teams were then able to develop concrete plans and proposals at the country and global level around what to adapt or do differently in order to strengthen programme quality over the following six months, and how to sustain MRMV's impact beyond the end of the programme. Participants also explored the process and scenarios for a future global youth programme, including potential frameworks and fundraising opportunities. A recurring theme was the emphasis on capacity building to enable youth to design their own activities and processes in future, confirming the changing role of Oxfam and partners from one of implementation to one of facilitation and guidance.

Conclusions

In conclusion, the IMPACT alliance's essential services programme has been evolving since it was first designed. The overall programme is moving further from service delivery work and more towards empowering young people, communities and civil society to hold their governments responsible for these essential services. In most cases we underestimated how many partners and people we could reach and advocacy we could achieve with our programme. However, for KPI 25 and 55 these targets will not be met due to Oxfam Novib's conscious choice not to target the Dutch public on these topics. The second KPI that the IMPACT alliance has not met in quantitative numbers is KPI 26 around the learning agenda on education. We have learned that the way this KPI was formulated was not logical. However, this KPI will be met by qualitative data which shows that the IMPACT alliance holds learning as a key strategy to its development, and although it does not have numerous cases, studies that are being conducted along with training for partners and staff and joint learning events between countries.

2.1.3 Programme Right to life and security

Objectives

Greater role for women in conflict transformation:

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

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

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

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

Introduction

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

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

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

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

2.1.3.1 MDG 3: Gender

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

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

2.1.3.1.1 Women, peace and security

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
30	# partners in fragile states that have received support in order to strengthen their capacities in terms of conflict sensitivity.	5	10	52	16	102	14	44
	# partners in fragile states that have received support in order to strengthen their capacities in terms of female leadership in conflict areas.	20	38					

Performance on outcome and output level:

Oxfam Novib is working towards more equitable peace by focusing on the gender impacts and consequences of violence and war. As such, supporting partners to implement work on Women, Peace and Security (WPS) is at the core of our work.

In 2014, 38 organisations received support to strengthen their capacities in the area of female leadership in conflict areas, and 44 partners working in fragile states were supported to improve the conflict sensitivity of their programmes. These results reflect Oxfam Novib's growing commitment and capacity to further the WPS agenda, including through ensuring conflict sensitivity and dedicated conflict transformation programming (see section 2.1.3.2.1 below). The realised output in this area is slightly lower than the target output, largely due to capacity constraints and overambitious targeting. However, as we continue to work on 'Do No Harm' and conflict sensitivity (e.g. through staff and partner trainings, mainstreaming of conflict sensitivity within the organisation, and inclusion of conflict sensitivity as a standard part of programme development), this number – as well as the quality of the outputs - is expected to rise. Moreover, we intend to build on all the figures above over the next year, as capacity on the topic and the number of funded and dedicated WPS programmes and knowledge base further increases.

In the 'Amplifying the Voices of Women' programme, funded by the Netherlands Ministry of Foreign Affairs, Oxfam Novib supported partners in OPT to develop a draft national action plan on UNSCR 1325 that would bring together organisations from across the occupied Palestinian territories in a concerted effort to implement the women, peace and security agenda. Oxfam Novib supported two partners to create a unified national plan by forming a coalition including groups from Gaza, the West Bank and East Jerusalem. We are proud of the significant progress made to date, with work continuing on development of a shared strategy and prioritisation of actions by the women's rights groups active in different 1325 coalitions. In Yemen, within the framework of the same programme, a conflict analysis was carried out, the results of which have fed into Oxfam Novib's wider work on

gender justice and are being used to build links between the UNSCR 1325 women's leadership and participation agenda and the gender-based violence and protection side of WPS work.

In Myanmar, work has begun on a dedicated WPS programme which focuses on building capacity of ethnic women's networks in Kachin and Kayin states – supporting civil society organisations and facilitating links with national alliances for effective lobbying and advocacy on the inclusion of women in the peace process.

Oxfam Novib's main goals include deepening our understanding of the ways in which the WPS agenda can be implemented successfully in specific country contexts. In Somalia, in addition to the work highlighted below (see section 2.1.3.2.1), Oxfam Novib is finalising work on a research project entitled 'Somali Solutions – Creating Conditions for a Gender Just Peace in Somalia'. The resulting research paper is designed to inform policy and decision makers in the EU, US, AU and Somalia on the best way to pursue gender responsive peace and reconciliation processes. It will also influence think tanks working on Somalia, such as Chatham House and the Rift Valley Institute. Launch of the report is planned for June 2015.

In the Great Lakes, Oxfam Novib's ongoing work through the Peace Beyond Borders programme – which addresses the root causes and consequences of conflict in Burundi, DRC and Rwanda – has significantly deepened the knowledge base of the effects and root causes of conflict on women and men. As part of baseline research conducted by partner organisations, women were involved in focus groups on land and governance. Strong WPS elements have been built into the programme, including qualitative research amongst vulnerable or conflict-affected women in all three countries and a specific women and youth agenda for peace.

In Zimbabwe, work has continued on supporting multiple partners on the implementation of the WPS agenda, including on agenda setting for the National Peace and Reconciliation Commission, and input for the follow up to the 2009 International Colloquium on Women and Peace Building. Work has also continued on the development of Young Women Peace Circles, which provide a platform for young women to explore opportunities and capacities to create peace in the community.

In Afghanistan, a significant amount of work is ongoing on WPS. In addition to the continued success of the Rights in Crisis Campaign to deliver on the topic through the Afghan female policing campaign (see Lobby and Advocacy section below), several projects have made advances in this area.

The second phase of the Women and APRP (Afghan Peace and Reintegration Process) Engagement Programme was completed in December 2014. Among other outcomes, the project successfully increased awareness and understanding of the APRP process with women in communities affected by the programme, increased collaboration and support between female and male civil society members, and strengthened relationships between government actors and female civil society members.

Through the Building Afghan Peace Locally (BAPL) programme, peace committees and peace councils (PC) have been successfully established in targeted communities where women have played active and effective roles in dispute and conflict resolution, especially in cases related to women and families. So far, 1,288 dispute cases have been resolved by these PCs. An end of project evaluation showed that 87 percent of project participants believed that initiatives such as BAPL can contribute to peace building in Afghanistan. Women's PC also enjoyed recognition and support from their communities.

The 'Bayan II' project on national influencing for inclusive security and women's political participation is building on the success and lessons learned from the one-year Bayan pilot. This project started in November 2014 and will end in October 2016. The new phase of the Bayan project links national influencing and awareness raising to the important issue areas of inclusive security and political

participation of women. The new programme consists of a broader, more structural approach that links policy influencing and awareness raising activities with the existing mechanisms, policies and practices that have been put in place in Afghanistan to broaden the role of women in the security sector and in politics.

In 2014, Oxfam Novib co-organised – along with the Grotius Institute for International Law of the University of Leiden – the fifth training on WPS as part of the Leiden University Summer School programme. The training was coordinated with other organisations including the Ministry of Foreign Affairs, the Women's Initiative for Gender Justice and the Women Peacemaker's 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 and activists and staff of international organisations.

CASE: Transformational leadership in Myanmar

To attain long term peace in Myanmar, it is necessary to include the voices of women and to create space for women to engage and discuss critical issues and build inter-group relations. We believe that a broad coalition of women is key to promoting and advocating for an inclusive system of governance.

Since 2012, Oxfam Novib and our partner organisations have prioritised WPS as a key focus in Myanmar. A central aim has been the increased political participation and influence of women. Women's capacity building has been invested in through the creation of two Women's Learning Centres (WLC), which have provided important space to support women to build up confidence and discuss political issues. At the start of 2013 Oxfam Novib, in partnership with the Women's Organizational Network, IDD and Kachin Women's Union, co-organised a two and half day workshop on peacebuilding and conflict transformation. Further workshops were held in Yangon and addressed the role of women in peacebuilding and the particular challenges in transition states. The workshops developed the capacities of women to engage as active participants in Myanmar's peace processes.

This led to the creation in May 2013 of the Women's Initiatives Network for Peace (WIN-PEACE), composed of more than 30 women's movements and networks from diverse ethnic groups. The central aim of WIN-PEACE is capacity development for political participation and the promotion and engagement of women in collaborative actions to assert gender rights-based perspectives and participation at various levels of engagement in the peace processes. Successes to date are the creation of strong partnerships with civil society organisations within the country and in Thailand, which has created platforms for national and regional advocacy work. These alliances are key for pushing the women's agenda in peace dialogue.

An internship programme has also been developed in Mindanao and Manila as a platform for emerging activists to learn from the rich experiences of women peace-builders in the Philippines. Interns have acquired skills and knowledge that can support WIN-PEACE's peacebuilding work and participation in the peace process in Myanmar. Those who graduated from the internship programme have emerged as strong leaders, and potential actors for change, monitoring ceasefires and violence against women.

In 2015, partner organisation Kweg further strengthened its WPS focus by expanding support services to the victims of physical, psychosocial and judicial violence in Kayin. Furthermore, the Director of Kweg has decided to run during the 2015 election, representing ethnic issues of Kayin state.

This provides a strong platform for the program 'Promoting Durable Peace and Development' in

Kachin, which has recently been funded by the European Commission and which will run for 3.5 years. A central focus of the project will be the inclusion of women in the peace process within the framework of UNSCR 1325.

2.1.3.2 Theme: Fragile states

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

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

2.1.3.2.1 A safer society for all citizens especially women

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
28	# partners in fragile states that have implemented projects concerning conflict transformation.	40	37	484,000	421,092	676,719	11,681	31,244
	# partners in fragile states that have implemented projects concerning the protection of citizens and/or peace building.	24	27					
	# 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.	19	35					

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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	9	21	14	17	36	32
	# 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.	12	4					
	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	0	3					
	# 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.	17	4					
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).	6	7	12	3	9	5	13
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.	13	13	27	17	20	22	15

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	5	1					
	# southern partner organisations that have received content specific support from Oxfam Novib in terms of lobbying, campaigning and (new) media in order to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	3	1					
	# 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 is working to enable more women and men to protect themselves against violent conflict and contribute to conflict transformation by supporting partners to work on conflict transformation, protection of civilians, peace building and strengthening of women’s leadership.

In 2014 strong progress was made on the implementation of the three DGIS-supported Post Conflict Reconstruction Programmes in Afghanistan/Pakistan, South Sudan and the Great Lakes. In Pakistan, for example, partners to build the awareness of citizens and provide them with spaces to foster harmony and interaction, partners educated 8,000 people (27% women) on basic human rights, peace, tolerance and social services via consultation meetings, public dialogues and awareness rising campaigns including cell phone messages and radio programmes. Partners also organised cultural festivals to build trust among people from different faiths, ethnicities and backgrounds. A regional conference on ‘Education and Human Security in Afghanistan and Pakistan’ was organised to provide a platform for Pakistani and Afghan CSOs to promote human security, education and concepts of regional peace and cooperation.

In South Sudan, the Peace and Prosperity Promotion Programme is linking peacebuilding and development by addressing factors driving conflict at grass root level; strengthening the capacity of existing structures for conflict management at local level; providing peace dividends; and building government and civil society capacity for better service delivery and constructive engagement. The programme is currently in its final year and beginning to show encouraging results. For example, it has supplied fishing equipment to carefully targeted youth who were previously at risk of engaging in cattle raiding and theft, enabling them to earn income to buy cows – which are needed for marriage. Attracting youth into fishing has reduced cattle-related conflicts between clans and villages. The programme has also constructed a slaughterhouse with adjacent livestock auction market, to regulate the cattle trade and reduce cattle raiding. Other activities include community dialogues between duty

bearers and rights holders and partners mediating local conflicts between clans. The programme has shown the importance of building in sufficient technical capacity, as some of the partners have very low skills on conflict transformation, as well as the importance of investing in monitoring, evaluation and learning to properly track and analyse outcomes.

Recognising the sensitivity of conflict and security issues and the fragile contexts of operation, all three Post Conflict Reconstruction Programmes have invested in staff and partner training in conflict sensitivity, conflict analysis and 'Do No Harm'.

In Afghanistan, in response to the rapid development of the mining industry, partner Human Rights Research and Advocacy Consortium undertook a project to increase awareness among community members and miners about upholding human rights in mining operations, which could potentially contribute to the improvement of mining standards. During the research phase, institutions and more than 700 people from five provinces were interviewed on human rights and mining concepts. This was followed by public awareness workshops and advocacy towards the Ministry of Mining.

Given the important roles, both negative and positive, that the extractives industry and wider private sector plays in conflict-affected and fragile states, Oxfam Novib and SOMO engaged in programme development on 'Business and Conflict Sensitivity', focusing on the role of the private sector in countries including Afghanistan, Myanmar, Pakistan, Niger and DRC. In February 2015, Oxfam Novib and SOMO organised a panel discussion on this topic during the inaugural World Bank Conflict, Violence and Fragility Forum in Washington.

In Somalia, the 'Pursuing Women Peace and Security Agenda' with partner Somali Peace Line has yielded impressive results through community mobilisation and public awareness raising on the important role that women play in peace and security, and establishment of peace committees. Women from the peace committees, in cooperation with government structures, have supported the release of youth arrested during security operations and reduced incidences of rape through increased night patrols. They also responded to domestic violence disputes and often resolved them using the skills gained from trainings. Finally, some peace committees have noted that their communities now come together to resolve community problems, something which did not happen before, and that this has yielded positive results – for example, the pooling of community and government resources to build a health centre and school.

In Niger, two peace and stability projects are underway. The projects tackle insecurity through multiple strategies including income generating activities, community-based and district early warning systems, and sensitisation on prevention and management of conflicts related to the exploitation of natural resources. While one project is still in the early stages, the impact of the second project across four regions of Niger is evident. An external evaluation and testimonies from beneficiaries demonstrate increased household food security, access to water for households and animals and increased purchasing power. Districts have also demonstrated improved consciousness and commitment to Disaster Risk Reduction (DRR) in their development plans and positive behaviour change in sanitation and hygiene.

In the Occupied Palestinian Territory and Israel (OPTI), partners designed a conflict transformation programme that has brought together five Israeli civil society organisations into the Justrights Consortium. This consortium seeks to support international law by promoting accountability and provision of legal aid. Oxfam Novib partners play a key role in knowledge production, publishing cutting edge analysis and reports, for example on specific cases of illegal land use by settlements and recommendations to make Israeli criminal law conform to international legal norms.

In 2014, partner Saferworld carried out research on the role of Turkey as an international development actor in Somalia, in cooperation with the Istanbul Policy Center. The resulting research

report, *Turkey and Somalia: Making Aid Work for Peace*, was published in March 2015. This research collaboration and our support for a Saferworld programme on supporting civil society in Jubaland, Somalia, have been stepping stones for further Oxfam Novib and Saferworld collaboration on security and justice issues.

Recognising their influence on constituencies in various countries where Oxfam Novib works, religious leaders and organisations are involved in various conflict transformation programmes. In Afghanistan, Oxfam Novib and The Asia Foundation held a discussion on the challenges of working on gender in Afghanistan, with a religious scholar invited to address the meeting. In Pakistan, Oxfam Novib is supporting a *madrassah* which is promoting messages of peace and harmony, including during Friday sermons and lectures. Religious leaders are also involved in the Great Lakes region.

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. Results are reported in section 2.3.3, International Lobby and Advocacy. Throughout the reporting period, Oxfam's Pan Africa Programme organised various lobby and advocacy events at the African Union (AU), including a dialogue with the UNSG Special Envoy to the Great Lakes Region on the Great Lakes Peace, Security and Cooperation Framework Agreement. Partners from Sudan and Somalia were also facilitated technically and logistically, and provided with advocacy trainings during various AU summits.

Finally, IMPACT alliance partner Butterfly Works created Wajenzi, a network of young change makers from the Kivus area of DRC, who are linked through an on- and offline platform. Butterfly Works has finalised the prototype of the online platform, called for journalists to join the movement, carried out a co-creation workshop, and worked on the technical design of the platform. The launch of the platform will take place in 2015. Partners involved are Oxfam Novib, Radio Benevolencia and Radio Netherlands Worldwide.

CASE: Peace Beyond Borders, addressing causes and consequences of conflict in the Great Lakes region

The programme 'Peace Beyond Borders: A Regional Roadmap to Peace for the Great Lakes' addresses the root causes and consequences of conflicts across four provinces in Burundi, two provinces in DRC, and three provinces in Rwanda. The programme started in 2013 and is scheduled to end in early 2016.

The programme creates a common understanding of the causes and consequences of conflict related to land and governance among government, civil society and community representatives. Central to this is a participatory approach involving different voices – over 3,000 participants in Burundi, DRC and Rwanda.

Peace Beyond Borders has had a broad reach and led to six national-level research reports. Seventy two peace brokers representing conflict-affected communities have been trained and led consultations and dialogues around causes and consequences of conflict. In December 2014 and January 2015, in DRC and Burundi respectively, the Virtual Regional Parliament (VRP) brought the peace brokers together in a forum to discuss and draft the roadmap and monitor its implementation. After capacity building and community consultations, peace brokers came to the VRP sessions prepared to represent the views and aspirations of their communities. During the VRP sessions, peace brokers debated the causes and consequences of conflict in the region and agreed on its principal solutions. These solutions constitute the basis of the Regional Roadmap to Peace, which will be finalised in the first half of 2015.

To share the development of the roadmap with conflict affected communities, six audio-visual debating programmes were developed. Since September 2013, Peace Beyond Borders has also

produced a weekly radio soap opera broadcast on 15 radio stations. The soap targets the general population and is meant to counteract propaganda fuelling enmity, hatred and incitement to violence by making audiences aware and capable of recognising “psychological patterns” underpinning the cycle of violence. Inter-ethnic and inter-cultural events in targeted communities in Burundi, DRC, and Rwanda have also played a vital role in uniting different groups of society. The events attracted 1,179 people to participate in football games, street and improvisation theatre and dances, raising interest in community dialogue and consultation sessions and communicating peace building messages addressing drivers of conflict.

Peace Beyond Borders will continue to build on the foundations laid over the last few years to address factors that drive conflict and to promote sustainable peace.

2.1.3.2.2 Better living conditions

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
29	# partners that have implemented projects concerning local resilience, with a special focus on the role of women, in fragile states.	36	17	326,000	73,546	357,830	155,176	190.975
31	# partner organisations in risk areas that have received (financial) support to strengthen their capacity in the area of community-based disaster risk reduction.	54	16	61	38	36	5	25
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.	31	45	63	35	52	47	54
	# alternative (remote) monitoring mechanisms to achieve accountability that have been designed and implemented with support from the IMPACT alliance.	3	7					
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).	16	0	14	2	12	2	0

Performance on outcome and output level:

This reporting year has again been disastrous for millions of people around the world who have had to flee their homes and villages, either temporarily – for instance in the DRC, due to localised armed attacks – or for a prolonged period, such as for people in Syria, South Sudan, Nigeria and Northern Iraq. The major causes for these crises are violent conflicts and natural hazards, the latter often climate related. Through support to partners and Oxfam teams in different countries, Oxfam Novib provided humanitarian assistance to approximately 110.000 beneficiaries. With Samenwerkende Hulporganisaties (SHO) funding, we contributed to the Oxfam response for the victims of typhoon Haiyan in the Philippines and the Ebola crisis in Liberia.

The response in Gaza was particularly challenging, especially because of the closure of the Erez crossing. We witnessed the impact of working with a diversity of local partners, some of them – such as the Palestinian Medical Relief Society (PMRS) – with a big network of trained volunteers able to reach many people with primary health, water and psycho-social support. Also outside Gaza, in East Jerusalem and the West Bank, PMRS was able to provide timely and appropriate on-site emergency response by making available emergency teams, specifically by empowering 201 students (the majority female) and 140 community members (60% female) with first aid skills to respond to emergencies in East Jerusalem. In OPT a diversity of partners including HaMoKed, PCHR and Bimkom have worked together on protection, through data gathering, lobby and advocacy.

In addition to responding to humanitarian crises together with partners and fellow Oxfam affiliates, Oxfam Novib continued to work on humanitarian preparedness, resilience and humanitarian capacity building.

Humanitarian preparedness

On behalf of Oxfam, Oxfam Novib is leading the development of a structured approach to humanitarian capacity building and strengthening the role of local actors in humanitarian preparedness and response. The aim is to achieve an increase in local leadership in emergency responses by 2020. In 2014 Oxfam piloted a participatory methodology in Somalia with local humanitarian actors to analyse the existing country capacity for humanitarian response and discuss existing capacities and collaboration, as well as challenges – such as lack of trust in institutions and absence of coordination mechanisms – that could prevent local actors from fulfilling their potential. The inclusive and system-wide approach used as part of the participatory methodology increases ownership and collaboration, and provides new venues for capacity development and resource mobilisation. The Somalia pilot was presented at the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) conference in early 2015, where it was greeted with great interest. The pilot has now being scaled up in five countries.

Resilience

Oxfam Novib places great importance on resilience building – going beyond Disaster Risk Reduction and strengthening communities to face stresses caused by natural hazards and to become part of coordination structures to facilitate quick action in case of emergency. To build resilience, it is key to build links between livelihood and humanitarian programmes, as well as develop special projects in vulnerable areas, as happened in Niger and Somalia. In Niger, Oxfam Novib partners are strengthening early warning systems by connecting vulnerable communities with the national early warning system. This is done by integrating data gathered by the Community Early Warning and Emergency Response System into the national system, so that at the national level there is data about production and food prices on local markets.

In Somalia, Oxfam Novib is part of a six-member INGO Resilience Consortium. Our partners are working to strengthen agro-pastoralists' and internally displaced people's adaptive and absorptive

capacity, and working on eco-system management. This is done through capacity building, infrastructure and facilitating coordination between governmental institutions and communities.

Humanitarian capacity building

In more than 15 countries, including Afghanistan, Cambodia, DRC, Mozambique and Uganda, humanitarian capacity building enabling partners to take up increasing responsibilities. A recent flood response in Pakistan was led by local partners after their humanitarian capacity was improved. In Pakistan, where we are working with 19 partners, there is excellent experience of linking humanitarian programming with livelihoods and climate change as well as gender justice - for example, by developing guidelines on SRHR in humanitarian programming.

Humanitarian partners in Vietnam are a diverse mix of governmental, semi-governmental and non-governmental organisations, with focus areas ranging from water management, community based responses and DRR to climate change. In 2014, a manual on participatory action-oriented training to raise awareness on DRR and climate change adaptation was shared with a wide range of stakeholders including government, NGOs and media through regional workshops and learning events. The method has been adopted and replicated by the provincial women's union and other NGOs and INGOs. Due to joint work and capacity building engagement, increased coordination between partners has proven effective as two partners effectively completed a partner-led response to floods, with interventions on food security, hygiene and recovery of livelihoods.

CASE: Preventing the further spread of Ebola in Liberia

The outbreak of Ebola has had a devastating impact on communities in West Africa. In Guinea, Sierra Leone and Liberia the disease led to the loss of life and sent shock waves through the economy, disrupting livelihoods and increasing food insecurity. It also reduced access to education and general health care facilities. Since June 2014 Oxfam has been responding to the Ebola outbreak, working to prevent the further spread of the disease and mitigate its impacts.

As part of the response in Liberia, Oxfam has scaled up the government's Community Health Volunteers (CHV) programme and provided training, materials and equipment to volunteers, in collaboration with the Ministry of Health, UNICEF and WHO. The CHVs are going door to door in three townships in Montserrado, raising awareness about Ebola prevention methods and holding conversations about sensitive issues such as safe burials. CHVs are playing a vital role, encouraging community members to come forward for testing and supporting them to access treatment. Our continued presence has meant that Oxfam and CHVs have won the trust and confidence of communities, and are now being proactively approached for assistance accessing treatment.

At the core of our strategy to stop the spread of Ebola has been the identification of barriers that prevent individuals accessing treatment. One barrier identified was the lack of communication about individuals that had been taken for treatment. Understandably, families were extremely worried so Oxfam developed a tracking system for greater communication with service providers, an approach that has been endorsed by communities. Patrick Gaddeh from the Doe community in Garworlohn demonstrates the impact of our work. Despite deteriorating health, Patrick stayed at home due to shock, denial and fear of what treatment for Ebola involved. He was visited by Oxfam volunteers who encouraged him to have a check up in the Ebola Treatment Unit. As he became increasingly unwell, he made the decision to seek treatment with the support of an Oxfam volunteer. Subsequently, Patrick and his family were successfully treated for Ebola, although challenges such as social stigma and disrupted livelihoods remain.

Since Oxfam began working in Montserrado the number of referrals of suspected cases of Ebola has increased, while the actual number of people with the disease has decreased. As a result of our work,

100 per cent of the target population, around 350.000 people across the three townships, now have access to information about Ebola and increased knowledge of prevention methods.

Conclusions

In conclusion, the Right to life and security programme is well on target to meet most outcomes and outputs forecast for 2015, and many goals have already been surpassed. Building on previous years, substantial progress has been made with regard to developing the conflict transformation priority programming. Following on from the numerous national and regional systemic conflict analyses conducted in 2013, this year saw a number of countries make significant progress in the implementation of their programmes, based on this analysis. Progress on WPS is particularly evident.

On the other hand we recognise that that much work still needs to be done in the complex domain of conflict and fragility, and are investing in the required learning, including on the role of the private sector, and human capacity. In 2015, extra attention will be paid to alliance building and networking with likeminded stakeholders.

In 2014 we again managed to reach a significant number of people in need around the world with critical humanitarian assistance. Our partners were able to provide this assistance following robust humanitarian capacity building. With our Rights in Crisis advocacy capacity we have continued to focus on the root causes of conflict in protracted crisis situations, and pleaded for humanitarian access and inclusive security – building closer links with our humanitarian and development programming work.

2.1.4 Programme Right to social and political participation

Objectives

Improved access to information for disadvantaged groups, in particular women

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

Improved access to the legal system for disadvantaged groups.

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

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

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

Introduction

Citizens' social and political participation is facing ongoing threats: the democratic space to speak and claim social, political and economic rights is facing in many countries existing and new formal and informal limitations. We can think of restrictive legal frameworks limiting civil society to operate effectively or the violent harassment of those activists working to defend respect for human rights. In this challenging context the IMPACT Alliance continued its work to ensure that citizens enjoy their right to social and political participation. More than ever, citizens, disadvantaged groups, women and youth in particular, are in need of timely and relevant provision of information and effective access to fair legal mechanisms and a strong and innovative civil society protecting citizen's rights and holding governments, the private sector and other decision-makers to account.

2.1.4.1 Theme: good governance and civil society building

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

- Outcome 37 No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media
- Outcome 38 No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)
- Outcome 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)

- Outcome 40 No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women
- Outcome 41 No. of cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media
- Outcome 42 No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation
- Outcome 43 No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights
- Outcome 44 No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)
- Outcome 45 No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.
- Outcome 56 No. of women and men that are legally empowered through increased awareness about their rights.

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
42	# lobby initiatives in which the right to free association / space for civil society is being defended	27	20	151	172	57	47	68
	# organisations involved in citizen dialogues in favour of space for civil society	250	873					
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	200	69					
	# organisations involved in	260	15					

	lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights							
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Performance on outcome and output level:

Freedom of expression, association and assembly, the human rights which anchor space for civil society, have again been under pressure in many countries during 2014 and the beginning of 2015. The clampdown on civil society space does not come as a surprise as the trend has been going on globally for several years. Restrictive legislation, stigmatisation, repression, intimidation and sometimes outright violence continue to negatively impact the role of civil society.

Despite the numerous results of the IMPACT alliance regarding Outcome 42, surpassing the target for the end of 2015, the situation on the ground regarding space for civil society in general remains grim and continues to deteriorate. The fight to ensure and defend space for civil society is truly an uphill battle. Therefore, in 2014, ON has spent more time and energy further developing our future support to keep space for civil society open.

Restrictive NGO legislation is one of the key factors that contribute to the shrinking of civil society space with negative legislation implemented in some countries, including Egypt and Burundi, and pending in others such as Pakistan and Cambodia. During the reporting period we have also seen restrictive legislation be newly proposed in South Sudan and Nigeria (see paragraph 2.2.4.1.1 for more details on Oxfam’s response).

The optimism in the Middle East and North Africa that emerged from the “Arab spring” has further faded away during the reporting period. Syria, Iraq, OPTI, Libya and Yemen are suffering from violent conflicts that have devastated people’s lives, infrastructure and national economies. The tense political and security situation in the region affected overall respect for human and women’s rights and space of civil society, in particular human rights organisations.

The exceptional high outputs for the indicator ‘organisations involved in citizen dialogues in favour of space for civil society’ are a result of the work of our Moroccan partner Alternatives Forum in Morocco (FMAS). FMAS brought together a coalition of 800 Moroccan CSOs to discuss the current environment in Morocco for civil society and future prospects regarding amongst others the freedom of association and assembly, taxation of CSOs and NGO legalisation.

Despite it being an uphill battle to defend civil society space, there are some positive signs. Civil society is gaining strength in numerous countries, such as Mozambique, Laos, Tunisia and South Sudan. The strength of civil society is an important precondition to ensure space, as an innovative, vibrant and strong civil society is better able to claim and defend democratic space. An important example comes from Laos, where the young civil society sector is being supported to claim new space in a challenging environment.

CASE: Strengthening civil society in Laos

The government of Laos is conflicted between the creation of a more conducive legal environment for civil society organisations and the need to maintain control over the country’s polity. Non-profit associations (NPAs, the term used in Laos for civil society organisations) have been officially permitted in Laos only since the 2009 Decree on Associations. Registration of NPAs has been extremely slow. Interestingly, the majority of new registrations are happening at the provincial level,

with the central level lagging behind. Mass organisations are regarded by government as part of civil society and are therefore often well positioned at local and central level to act as liaison between communities and authorities.

The small number of organisations and entities that constitute what is currently regarded as Lao civil society have very little capacity to engage in political analysis and engagement, much less to act as a countervailing voice in the country. The rule of law and genuine citizen participation in governance remain far from reality. The role of civil society in the country's development is still largely limited to service delivery and community development.

Collaboration and implementation mechanisms and CSO involvement in influencing policy and to facilitate the raising of poor communities' voices in decision making are at a very early stage of development. Access to information is still limited for most people and the "inappropriate use" of the internet is criminalised. Since 2012, with the disappearance of Sombath Somphone – an important figure in Laotian civil society – the small space for civil society has possibly shrunk even further. Silence and self-censorship has pervaded the sector, reminiscent of a more oppressive past where formal and informal regulation of speech served state power.

Oxfam Novib works in Laos to strengthen the young civil society to claim their space and act as constructive, countervailing power. While not fundamentally a part of indigenous civil society, international NGOs such as ON can and do play an important role in supporting local civil society networks.

An example of our work to support newly formed CSOs is a small grants facility scheme operated by our Laotian partner organisation PADETC, aiming to support the development of local community based organisations. Last year the project reached 14 organisations with grants averaging between 3,000 and 10,000 euros, with the intent of increasing their awareness on the NPA decree, strengthening their organisational capacity, increasing their capacity to manage programmes, and enhancing their capacity to work with government and other civil society actors towards improved participation.

2.1.4.1.2 Political, administrative and societal checks and balances

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
37	# projects that use a mixture of new media and traditional media (radio and television) for communication about development themes.	12	21	772,000	799,364	1,624,934	1,041,499	658,280
	# new media platforms that have been set up or improved by partner organisations or as the result of adhoc online initiatives.	50	27					
	# projects of small-scale organisations	40	10					

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
	(community, NGOs and small and medium-sized enterprises) that are being facilitated via online platforms.							
	# developed training sessions about understanding and the use of new media, based on the methodology and toolkits developed in cooperation with the Impact alliance.	10	11					
39	# partner organisations that took part in development programmes on new media, the ethics of journalism, and citizen journalism.	9	47	45	34	33	172	14
	# professional training courses on new media and citizen journalism that have been organised and implemented.	5	65					
	# media organisations that have implemented programmes aimed at improving their commercial and ideological independence as media.	2	124					
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	15	8	60	68	113	3,892	4.020

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	20	11					
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	8	17					
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	10	8					
	# trajectories that monitor the budgets of international institutions and businesses.	10	8					
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	5	3					
	# trajectories that monitor income from mining and the oil industry.	4	6					
44	# local and global partner organisations that, in association with knowledge institutions, are involved in knowledge exchanges about access to information.	10	11	65	46	26	101	23
	# local and international partner and knowledge institutions that lead or participate in initiatives for exchanging knowledge and experiences about improving	10	3					

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
	access to information for, by and about citizens.							

Performance on outcome and output level:

As shown in the strong surpassing of the 2015 target outcome for OI 37, the IMPACT alliance recognises the importance of ICT and new media in ensuring a system of checks and balances. Interesting examples of our work in 2014 can be found in Cambodia. Firstly, as part of programme development, we have invested in Cambodia in two innovative projects around enabling youth to directly engage with politicians and government officials through the use of ICT (see case below). Secondly, impressive outcomes have been achieved in our land governance programming in Cambodia: 910 local communities have been supported to claim their right to access and control land and natural resources by, among others factors, developing their capacity to use journalistic skills and social media and setting up community radio stations to contribute their stories as community journalists. The support to the communities is an excellent example of how technology is always only a means and never an end, and also points to, the continuing importance of traditional media such as community radio.

CASE: Urban youth as change agents in Cambodia

There is a general move in urban areas of Cambodia towards young people starting to exercise their rights to take part in politics, participate in public affairs, express their opinions and hold the government accountable through the use of ICT and especially new media. However, there is no specific platform where young people can mobilise support and directly address politicians or government officials. Most advocacy through Facebook is short-lived, the information is soon gone and the case forgotten.

Identifying this gap, Oxfam Novib designed two projects. Through “Ask Your MP” young people can communicate with their elected representative directly. Through an online “campaign platform” youth can be agents of change as they bring their priority issues to the attention of their peers, the general public and especially duty-bearers. The projects contribute to building the confidence and means of youth not only to take part in politics and public affairs but also to hold duty bearers more accountable to citizens.

Oxfam Novib works with strategic partners COMFREL, experienced in election monitoring and reform, and One World, experienced in using ICT for social change and bringing experiences and tools from Africa. Additional technical and co-creation skills are contributed by Butterfly Works in developing the platform.

“Ask your MP” followed a scoping study by One World UK at the beginning of 2013. Building on the increasing use of SMS, Facebook and internet, the aim is to give young people the means to raise questions to elected Members of Parliament (MPs). Youth and Youth organisations are directly involved in its development, and at the end of the project period the platform will either be independent or be handed over to a youth organisation. The programme is part of Oxfam’s new ‘Voices for Change’ programme in Cambodia, strengthening the voice and social and political participation of youth, women, workers and civil society as a sector.

The “Ask Your MP” platform has so far received and forwarded 205 questions to MPs. One MP, Keo Phirum, said: “I receive many questions from this project and I also send many answers. The difficulty

is that I cannot send my answers by SMS as it is difficult for me to explain in limited space available. This project is good for me and other MPs to have direct communication with citizens”.

Viracheay, a community member, said: “The platform allows me and other people in my community to communicate with our representative and raise our concerns to MPs. I participate in the platform via Facebook and ask my MPs about the flood in the community”.

In 2014, Oxfam Novib put renewed focus on the future development of our work on transparency, accountability and citizen participation around the design of taxation systems and budget allocation. We are making use of the learning and experiences from our priority theme access to information, which is firmly rooted and mainstreamed in programme development. As a first step, programme development activities have been conducted in Tunisia, OPTI, Yemen and Morocco (see case below for an example of programme development in OPT). We are building on solid partnerships and experiences, as is shown in the ongoing generally satisfying outputs and results of Outcome 43 and 44. The excessive number of results under Outcome 43 can, as in 2013, be ascribed to successful activities conducted in Nigeria on ensuring transparency and accountability in the revenues from the extractive industries and the monitoring of the implementation of planned budget allocation.

Other examples from our work during 2014 come from activities in Pakistan including two research studies supported by Oxfam Novib on the country’s taxation system. The studies provide ground-breaking evidence highlighting the deficits in the current tax system and giving fuel to the national debate around fair taxation. In Morocco, we supported civil society to carry out a diagnosis and literature review of the tax system. The research was finished in October 2014. As a next step, a guide will be created by our Moroccan partner organisation, aiming to provide CSOs with the basis to facilitate citizens’ access to public information and procedures while addressing the deficit of trust between citizens and the tax system.

CASE: Tax, budgets and citizen participation in the OPT

Tax justice and budget monitoring work touches on three cornerstones of democratic values: transparency, accountability and participation. It is about holding governments accountable for raising and spending public funds. Public funds are raised by taxation and foreign aid and are meant to benefit all citizens. Our tax justice and budget monitoring work in the OPT focuses on citizens, specifically marginalised groups, and enables civil society organisations to get a grip on government budgets and related financial flows.

The situation of the OPT is unique, firstly because of the Israeli occupation and second because of the multiple layers of governance at national level including the Palestinian Liberation Organisation (PLO), the Palestinian National Authority (PA), the President’s office and the Ministerial Cabinet, and the Palestinian Legislative Council (PLC), the authority of which legally extends to the West Bank and Gaza. In addition, the context is influenced by a complex local governance system and the on-going political divide between the West Bank and Gaza. These factors greatly influence tax collection, efficient delivery of social services and citizens’ participation in the budget process. They have created an atmosphere of confusion and disillusionment regarding the respective roles of government and public bodies and where and how decisions are taken regarding public finances, and led to what many perceive as lack of accountability of public bodies and a default situation where citizens are disempowered from taking an active part in public affairs.

This is reinforced by what some observers note as the relatively weak capacity of the Palestinian media to bring these issues into the public focus. Political will is weak in relation to providing public access to budget documents and explaining limitations in providing services. In turn, these factors act as disincentives for citizens and companies to pay taxes. The risk is that the longer accountability is absent, the greater the incentive will be to withhold information and citizens will become even more

alienated from the public sphere, as duty bearers become ever less accustomed to answering to the public and entrenched practices become more actively concealed.

In the first three months of the OPT Tax, Budgets and Citizens' Participation Pilot Project, we have succeeded in making a first step in ensuring that civil society organisations have an effective voice in demanding transparency and accountability of budget stakeholders and the international donor community and are capable of formulating policy alternatives. One of our partner organisations, AMAN, has conducted a consultation exercise reaching out to civil society across the OPT to gauge interest and has subsequently expanded its existing civil society team to support general budget transparency.' The team has been expanded by 31 members and now reaches 47 civil society organisations committed to promoting and conducting monitoring on public budgets.

Creating an effective, competent and unified voice for demanding public scrutiny over public finances has been identified as one of the main strategies in ensuring that civil society is heard in the process. AMAN's expanded civil society team went on to create three thematic clusters that bring together civil society organisations with experience in health, education and social services. These clusters will mirror the work of the PA's line ministries of education, health and social affairs to provide the people of OPT with easily understandable citizens' budgets and work with the ministries on formulating, analysing and monitoring execution of their respective budgets.

Our initiative has been well received. All three targeted ministries have nominated two of their budget specialists to work with our consortium, and have committed to formalising future cooperation by signing Memoranda of Understanding – a major milestone in deepening cooperation between the government and civil society in promoting good governance practices in the OPT. In the context of a non-functioning parliament, it is impossible to overstate the importance of creating space for citizens to influence public spending on essential services that deeply affect the poor and marginalised in particular.

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	9	21	718,000 men and women	264,222	3,050,050	1,771,306	140,617
	# 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	7	7					

	media to do so.							
	# lobbying trajectories aimed at (re)forming a system of guaranteed legal aid for disadvantaged groups.	2	9					
56	# organisations that inform and train young people and women, in particular in relation to understanding and claiming human rights.	150	34	862,000 men and women	565,188	78,495	122,916	50.140
	# local partner organisations that inform disadvantaged groups about (human) rights, legal systems and the legal responsibility of governments towards marginalised groups, and which monitor violations of human rights, e.g. by means of new media.	8	20					

Performance on outcome and output level:

In 2014, satisfactory outputs and results have been achieved regarding outcome 38 and 56. In line with the emphasis placed in 2013 on the importance of legal strategies in programming on violence against women, land rights and participatory governance, interesting results have been achieved in this focus area. Legal aid and awareness raising has contributed to poor and marginalised people having the opportunity, knowledge and confidence to claim their rights in, among others, Vietnam, Cambodia, Mali, South Sudan and the Occupied Palestinian Territories.

Impressive outputs and results come from, among others, our support to civil society in the Occupied Palestinian Territories, where civil society partners have supported 2,500 beneficiaries by providing information on residency rights and free legal aid and counselling to 472 women. In Vietnam, 1,800 poor people have received legal advice on land issues; around 1,000 poor and ethnic minority farmers in four villages in the Quang Binh province have improved awareness of their rights to participate in local land governance; and 150 community leaders and active members of social organisations in the Hoa Binh province have improved knowledge on land laws and policies. In Cambodia, Oxfam Novib supports amongst others partner organisation CLEC on legal aid and awareness raising (OI 38 and 56). In 2014, an impressive 107,127 beneficiaries (77,567 women) were reached.

In Rwanda, Oxfam Novib continued work in 2014 on ensuring access to justice for poor and marginalised people with longstanding partner Legal Aid Forum (LAF). LAF promoted the adoption of the National Legal Aid Policy in Rwanda, which was approved by the cabinet in October 2014. Hereafter, LAF organised a national workshop with legal aid providers to raise awareness about the policy and to develop strategies for its implementation. Legal aid providers are using this knowledge to support communities. LAF raised awareness about and showcased the work of paralegals during a national conference on para-legalism that brought 146 participants, from both state and non-state actors. This improved visibility added value to the support provided to solve more of the cases of especially the rural poor.

In countries in transition, equal access to justice is key to developing legitimate, accountable and participatory systems and preventing relapse into a state of conflict. Oxfam Novib works with civil society to make a strong contribution to developing fair and equal justice mechanisms, as is shown in the case below.

CASE: Protecting property rights in transition

South Sudan faces an acute shortage of justice services. Statutory courts are often located in distant towns, hard to access for the majority of people who reside in rural areas. Police and prison services are under-staffed, under-resourced and under-trained. Customary courts tend to be the most accessible forums for dispute resolution, but without support from the state, customary court judges are often exposed to intimidation or violence from disgruntled litigants. Customary systems are also intrinsically conservative, and systematically discriminate against those with less voice and bargaining power in society, such as women and children.

Differences across the South Sudanese counties needed to be taken into account to better tailor activities to the needs of local populations. In Upper Nile and especially Renk, for instance, statutory courts are further developed than in other counties and have begun playing an oversight role over the customary courts. Despite some early struggles between the two systems, with the appropriate policies in place, oversight from the statutory courts can help to strengthen the customary system and provide more varied and reliable options to court users.

Though the task of reforming the legal system is daunting, the current transitional period presents unique opportunities for transformative change, particularly in rural areas. Institutions are in flux, power has not yet been consolidated, and the fresh memories of war give rise to overwhelming public support for new and innovative approaches. In order to take advantage of these opportunities, the project activities were tailored to address circumstances as they exist on the ground.

Since the earliest days of Sudan's civil war (1983-2005), it was apparent that if peace were ever achieved, the land question would surface as a major point of contention. In 2014, Oxfam Novib continued its support to South Sudanese civil society to resolve two types of land disputes: those related to investment and development projects and those involving an at-risk population.

As a result, two legal aid clinics have been established and are fully operational in Rumbek and Yambio counties, providing legal aid services to the population. Seven paralegal officers drawn from different CSOs are trained and provide legal aid support in terms of Alternative Dispute Resolutions (ADR), case referral and resolution of minor cases to the affected community members. So far 113 cases of a criminal and civil nature have been reported to the legal aid clinics and relevant support has been provided.

Advocacy campaigns and lobby activities have been carried out by a national partner organisation in cooperation with a network of South Sudanese CSOs aimed at facilitating policy changes regarding legislation, regulation and practices on access to property, inheritance rights and compensation mechanisms for loss. Lastly, the capacity of 30 civil society organisations to monitor land rights abuses, mediate land disputes, and advocate on behalf of individuals and populations improved as a result of trainings.

2.1.4.1.4 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
40	# organisations that have completed a course in budget monitoring and accountability because of the efforts of the IMPACT alliance.	30	29	91	83	140	46	187
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.	15	5	98	66	100	24	9
	# 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	1					
	# 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.	20	2					
45	# methods and instruments that have been developed and aim at improving the legitimacy (including transparency and representativeness) of individual civil society organisations	6	0	26	7	1	32	10

with regard to disadvantaged groups (e.g. participative planning and accountability towards the target group).								
# local and global partners participate in knowledge exchange initiatives for exchanging knowledge and experiences with regard to risk management.	20	3						
# local civil society organisations participate in training courses in order to analyse power.	10	2						

Performance on outcome and output level:

The IMPACT alliance is critical of the lack of realisation of the target outputs underlying Outcomes 41 and 45. The emphasis during 2014 on programme development with partner organisations is one of the reasons why capacity development targets have not been met. However, it has also become more clear to us that developing the capacities of partners, groups and movements can face hurdles and limitations. Oxfam Novib is currently investing in creating new ways to systematically mainstream capacity development in all our activities.

Despite not meeting the target outputs, some hard work has been conducted in 2014 and interesting results achieved. For example, in Mozambique, Oxfam Novib organised a workshop with numerous partner organisations on the basic use of ICT to demand and ensure transparency and accountability from those in power.

In Mali, Oxfam Novib supported partner organisation the Budget Monitoring Group (GSB) to implement its activities. In 2014, the CSO consortium built the capacity of its members on data collection and local government budget analysis. The workshops allowed the 218 participants to understand the process of developing tools for collecting, processing and analysing data. Now, instead of the GSB needing to hire very expensive consultants, members of CSOs in the consortium analyse the budgets in their respective municipalities. These analyses and the sharing of results with communities have had positive impacts on the level of investment in basic social services by the municipalities concerned.

Regarding OI 40, the high number of outcomes is amongst others the result of work done in Somalia and Yemen. It must be noted that organisations trained by our partners are included in the outcomes. In Somaliland, the Social Research and Development Institute (SORADI) has trained civil society organisations on budget monitoring and formed the membership-based 'Independent Budget Monitoring Group' (iBAG). In Yemen, the Yemeni Development Network (YDN) developed the capacity of 2 national civil society networks to enable their members to engage in budget monitoring activities. A number of 197 participants (113 Male and 84 Female) have received training on budget monitoring, administration and finance.

In Morocco, our partner L'Association Troisième Millénaire pour le Développement de l'Action Associative du Sud-Est (ATMDAS) has launched a project on civil society capacity building to monitor

the budget of two local municipalities in the south east of the country. Two partnerships were signed with the municipalities to facilitate the work of ATMDAS and to collaborate in building the capacity of youth to engage with the municipality through facilitating access to council sessions and attending training sessions for the youth. So far two groups of 60 youth have been trained on the budget and administrative management of the municipality. ATMDAS also held a seminar on budget monitoring as a tool for social accountability which targeted 70 participants including local councillors, youth and CSOs.

Impressive results have also been achieved in our work in Tunisia. A new project on political accountability has been set up, with input and inspiration from longstanding Ugandan partner organisation CEW-IT.

CASE: Enhancing political accountability in Tunisia

The transitional period in Tunisia is an opportunity to opt for social modernisation, promote democratisation, strengthen civil society and rebuild the links between citizens and both central and local government. FTDES, Doustourna and OXFAM NOVIB are working in Tunisia to enhance the political accountability of elected representatives, transform governance structures and encourage citizens to express their demands and hold political leaders to account.

The project takes an innovative approach to the election process. It moves beyond supporting citizens to cast an informed vote and ensuring fair and accountable elections, and encourages civil society organisations and their constituencies to directly influence citizens on electoral agendas of political parties and candidates.

During the pre-election period, a team of experts was formed to crystallise the needs and priorities of Tunisian citizens by formulating national and regional manifestos. The main Tunisian political parties were approached to sign the national manifesto, and four major parties – including the current governing party – did so. Beyond the signature of political parties, the dialogue initiated with them was in itself an achievement as it opens new possibilities on formulating electoral programmes and priorities based on community consultation.

The first phase of the project contributed to implementing a participatory democracy by involving civil society (more than 120 associations joined national and local coalitions) and mobilising Tunisian citizens in 20 governorates. More than 120,000 citizens signed the national manifesto, illustrating their commitment to changing their traditional relationship with elected representatives. For many of the hundreds of activists who were engaged in street mobilisation, discussing social and economic policies with citizens in markets, main streets, and other popular locations was revolutionary in its own right, in a country where this was unimaginable until three years ago.

Conclusions

In conclusion, the overall results for Programme 4 to date are highly positive and many goals have been greatly surpassed. Of course, we must take into account that this is often because of exceptional numbers coming from a great success in a particular country, as is the case in 2014 for example regarding Outcomes 37 and 43.

We are critical of not meeting all the targets for outputs falling under 'Anti-Corruption Measures' (OI 41 and 45). However, despite lacking outputs, interesting activities have been conducted and results been achieved.

During 2014, important steps have been taken to further develop our programming regarding transparency, accountability and citizen participation focusing on taxation systems and budget allocation and monitoring. Oxfam Novib is building on solid learning gained from our priority theme access to information, which is firmly rooted in programme development efforts.

Despite it being an uphill battle to protect and enhance the space for citizens and civil society to speak out and claim their rights, the results of the IMPACT alliance have been impressive and exceeded in general the planned outputs and outcomes. The results have helped poor and marginalised people to increase their influence on decision-making and protect their civil and political rights. With the official inclusion of social and political participation as a first change goal in the Oxfam Strategic Plan (2013-2019) and the creation of an Oxfam-wide Knowledge Hub on Governance and Citizenship, solid foundations have been created for future continuation and further development of activities.

2.1.5 Programme Right to an identity

Objectives

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

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

Greater leadership role for women in change processes:

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

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

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

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 2014 and 2015 the world commemorated 20 years since the signature of two landmark international agreements on women's rights – the International Conference on Population and Development in Cairo (1994) and the Fourth World Conference on Women in Beijing (1995) – where the international community committed to achieve women's empowerment and gender equality. We can celebrate the advances women have made since these agreements were signed. The number of girls out of school dropped from nearly 61 million to 35 million⁷ and women are beginning to outnumber men at the university level. Women's political participation worldwide also continues to grow – for example, 35 countries, including nine in Africa, had national parliaments with at least [30% female representatives](#)⁸ and several countries now include quotas to ensure women's political participation.

Unfortunately, statistics also show that the [leading cause of death worldwide for girls](#) aged 15 to 19 is complications related to pregnancy and childbirth⁹, in many cases because girls are bearing children before their young bodies are ready; and [35% of women worldwide experience intimate partner violence or non-partner sexual violence in their lifetime](#)¹⁰. We must also look to the seeming erosion of women's rights, especially in the context of war and conflict. Almost daily, headlines bring another cruel act of violence and discrimination against women, from the kidnapping of nearly 300 school girls in Nigeria to the hundreds of women in Syria and Iraq raped and murdered by the factions fighting for dominance of the country and the arrival of the so called Islamic State in the region.

Women's bodies are the ultimate battlegrounds on which nations fight their wars. Societies in conflict find it easier to subjugate women, rather than to help them to resist gender-based violence and segregation. Against this difficult reality, Oxfam Novib continues working to challenge the universal culture of gender discrimination and patriarchy to transform women's and men's consciousness, attitudes and behaviours, and cultural norms and exclusionary practices. Oxfam Novib also works towards providing women and girls with spaces and opportunities to mobilise and take action around the issues relevant to them, and to influence government and official institutions for effective laws and policies that protect and ensure women's and girls' fundamental human rights.

⁷ The state of girls education. Report. World Bank.

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTEDUCATION/0,,contentMDK:22980046~menuPK:282391~pagePK:64020865~piPK:149114~theSitePK:282386,00.html>

⁸ Women in Parliament. IPU. <http://www.ipu.org/wmn-e/classif.htm>

⁹ Women's Health. Fact sheet. 2013. WHO. <http://www.who.int/research/en/>

¹⁰ Ibid.

2.1.5.1.1 Well-regulated property and inheritance law

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2013/2014
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.	30	321	39	30	34	33	207
	# 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.	15	236					
	# lobbying trajectories for land, water and biodiversity issues.	8	215					
	# training seminars about socially responsible entrepreneurship that have taken place.	9	261					
	# organisations that have received socially responsible entrepreneurship training.	30	46					

Performance on outcome and output level:

Oxfam Novib's profile on land issues is still very strong as a result of the GROW campaign's focus on land grabbing and land rights. For example, in Myanmar Oxfam Novib together with partner organisation Kalyana Mitta Foundation (KMF) is focusing on sustaining communities living in and around Inle Lake in Southern Shan State. The lake, the second biggest in the country, is a popular tourist destination and well known for production of tomatoes and vegetables. Land grabbing is rampant in the area due to the booming hotel industry, while constant use of chemical fertiliser and pesticides has polluted the water and impacted on the lake's ecosystem. KMF has held a series of awareness and leadership trainings on sustainable community development and environmental conservation, including watershed management, as well as community awakening with participation of 1170 people, 40% of them women.

Research is also an important intervention in this area of work. In May 2014, Oxfam Novib's partner GRAIN published an in-depth study and database on concentration of farmland in the world: 'Hungry for Land'. This study documents the increasing concentration of land in the hands of few large industrial farms. Today small farmers have to survive with less than a quarter of the world's farmland, a share that is decreasing fast. The report also documents that small farmers are more productive than industrial farms, and continue to produce most of the world's food. It highlights the impact of land concentration on women, whose role is key but undervalued. GRAIN concludes that if this trend of land concentration continues, small farmers will not be able to continue to feed the world. The report challenged the message that FAO and several donors are putting out, that small farmers comfortably hold most of the world's farmland. The report was published in three languages and was widely

distributed, downloaded (from GRAIN's and La Via Campesina's websites) and reposted. The direct outreach of the report via mailing lists was more than 100,000 people, and GRAIN's collaboration with La Via Campesina resulted in direct access to the report by the world's small farmers. The report had a big impact and was widely covered by the international press, including The Guardian and IPS. Feedback GRAIN received on the report shows that it helped people to better understand the difficult situation of small farmers with respect to access to land, and what needs to be done.

2.1.5.1.2 Participation of women in politics and government

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2013/2014
47	# partner organisations that have implemented programmes about female leadership in their communities.	36	52	127,000	90,466	28,062	23,351	21.846
	# partner organisations that have used interactive toolkit to promote female leadership at community level.	6	17					
	# 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.	14	38					
49	# partner organisations that have completed the GMLT programme.	16	12	250	73	32	110	92
	# partner organisations that have completed the WEMAN programme.	7	12					
	# analyses of gender capacity completed and discussed with partner organisations.	14	10					
52	# organisations that have completed evaluation studies of the implementation of their programmes about women's right to bodily integrity.	4	1	25	10	5	6	3
	# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories about the effects of the implementation of programmes on violence against women and sexual and reproductive rights (for the purpose of downward accountability and involving the target group).	8	0					
	# 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	0					
53	# partner organisations that have completed evaluation studies on the implementation	3	0	53	14	7	6	3

of their programmes for promoting female leadership.								
# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories to guarantee downward accountability and involvement of the target group in programmes about gender integration and about the promotion of female leadership.	5	1						
# 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).	2	0						
# exchanges between partner organisations and research and/or knowledge institutions relevant to the conceptualisation of female transformative leadership.	3	0						
# 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:

The IMPACT alliance has achieved its target of increasing women's leadership at local and national level (Outcome 47), targeting in particular young women. In Nigeria, the Female Youth Participation in Governance and Political Processes programme mentored and empowered 450 young women in universities and institutions of higher education to participate in leadership processes and systems. 110 young women were directly mentored through the mentoring programme. After the University of Abuja's internal election of the students' council, 37 positions were occupied by female students. In OPT, Oxfam Novib worked with its partner Miftah to establish a platform for dialogue on governance issues between young women political leaders and decision-makers. 22 young social and political activists, including university students from marginalised rural areas in Jordan Valley and West Ramallah, were intensively trained to improve the impact of their participation in community and educational councils. Through the Youth, Urban, Migration programme in Cambodia, Oxfam Novib targeted young migrants in Phnom Penh to increase their leadership capacities, which led to 112 young women being elected or selected in decision-making positions in formal and/or informal networks.

CASE: Women on the Frontline (Egypt)

The programme aims to support women's rights in the MENA region, preventing regression of acquired rights and promoting the improvement of rights for women. It is conceived as an umbrella programme with a long-term approach to building the capacities of new and emerging local women's organisations and women-focused initiatives to contribute to gender equality and women's empowerment. Women on the Frontline invests primarily in young female leaders and innovative approaches such as working with new and social media, and new ways of organising for the MENA region – for example, via participation in demonstrations, petitions to parliament and active participation in transitional and political structures. The programme, co-led by Oxfam Novib and Hivos, is implemented in seven countries: Syria, Iraq, Bahrain and Libya (Hivos), and Yemen, Egypt and Tunisia (Oxfam Novib).

Through this programme, young women were empowered and supported to play a critical role on influencing strategies toward the national government to take action to prevent and eradicate the cases of sexual harassment and sexual assault increasingly present in day-by-day life in the streets of Egypt. One of the activities supported by this programme is the anti sexual harassment campaign 'I witnessed Harassment'. It was fundamental in the approval in June 2014 of a law that finally makes sexual harassment a crime in Egypt, with penalties including long jail terms and high fines.

The IMPACT alliance has continued working towards increasing and strengthening partners' capacities around gender mainstreaming, both at organisational and programmatic levels (OI 49) contributing to the achievement of the expected results for 2014-2015. For example in Somalia, Oxfam Novib and HIRDA jointly conducted gender mainstreaming training for humanitarian and development partners, with the aim of strengthening the participants' skills to mainstream gender equality in their programmes, institutions and policies. The training was followed up with an action plan that will be monitored and reported against in line with the overall objective and outcome of the training. In Asia, a regional workshop was held to support capacity building and programme development and fundraising on women's economic empowerment issues, building on the WEMAN programme. The workshop brought together 33 partners from Laos, Cambodia, Vietnam, Bangladesh and The Philippines to train on the Gender Action Learning System (GALS), and a programme has been developed and submitted around responsive and inclusive local economic decision making in rural Laos.

CASE: Gender mainstreaming in the education sector in Mozambique

The aim of the programme is to strengthen the institutional capacity of Oxfam's partner AMME to implement strategies promoting greater gender equality in society in general and in the education sector in particular. In Mozambique, almost half of girls aged 15-24 are illiterate (44%) and only just

over one-tenth will finish high school. While 94% of girls enrol in primary school, more than half give up before the 5th grade, only 11% continue studies to secondary level and only 1% reach university¹¹.

The programme's main intervention is the selection and training of 30 activists to work in schools and communities in five districts: Quelimane, Nicoadala, Mopeia, Mocuba and Morrumbala. In each district six activists (three male and three female) – who include teachers, students and community leaders – promote discussions in communities, schools and churches on three topics: reproductive sexual health, sexually transmitted infections and HIV/AIDS, and gender based violence. In schools four discussion sessions are organised per month with groups of 25 students separated by sex, and a session for both sexes. In communities two debates are held a month. Participants in the programme said:

*"In conversations with community we teach that marriage is not to make of the other a slave. We make people see that men and women have equal rights, and we also explain the law on domestic violence. These conversations help to inhibit the actions of men who think and practice domestic violence. **Community leader Eduardo Mondlane, Mopeia district.***

*"I go to school to change my life, to have knowledge, and in the future get a good job and change my economic situation". **8th grade student in Sangavieira General Secondary School.***

In 2014-2015, concerning the IMPACT alliance's outcomes on Knowledge and Innovation Management (Outcomes 52 and 53), the focus has been on translating the learnings and experiences of country programming into cases, showing how new insights and information generated through exchange and learning initiatives has been used to adjust practices and programme implementation. The alliance has achieved 53% of the overall expected result so far, but the efforts made in the last reporting year helped us to generate interesting and relevant learning cases and we are confident that the percentage by the end of the grant period will be higher. Oxfam Novib used the World Citizens Panel to support partners measuring the impact of their interventions: for example in Cambodia, the focus was to measure impact of areas such as the perception of civil society organisations' influencing role with regard to gender based violence and female leadership. The World Citizens Panel method also includes qualitative research ("[stories of change](#)") to give participants in our programmes a voice. Below is one of the stories of change:

STORY: A new life after a positive change (Cambodia)

"In the past, I did not get on well with my wife; especially, when I had not joined with Cambodia Development in Action (CDA)'s activities. We had quarrels once every two or three days; sometimes, it became violence. Indeed, then I went out drinking almost every day. When I came back, my wife blamed me and caused troubles, which was the root of rows. Sometimes, my wife also got drunk; we argued and fought and both sides suffered from injuries. We had some business in the family and farming (growing cassava and selling fish paste). We could not earn much as we did not put much attention to it; we were too busy with quarrelling in the family.

It has been two years since my family took part in CDA's activities which include the prevention of domestic violence, farming, animal rearing techniques, and so on. Joining with CDA, I and my wife received both knowledge and materials (rice seeds and chicken breeds) as capital for further development. I and my wife were guided by CDA staff, who was also our neighbour, on negative impacts of domestic violence. These are the factors that make me change in terms of thinking and behaviours. I realise that I have wasted my time and money going out drinking too much, and when I came back I committed violence. All of these were bad and destructive. Consequently, I reduce my drinking habit and have more tolerance to avoid domestic violence. At the same time, I could observe that my wife became more patient and stopped drinking, too. We started to tolerate and understand each other more, which was something we had never had before. Then we corrected each other's

¹¹ LIGADA. Adolescents girl's participation, on equal terms, in the economy, Feasibility study for an Urban Ligada Programme. Kerry Selvester – July 2014, DFID

mistakes whenever we used any inappropriate words as a couple. It has been a year now since I and my wife stopped quarrelling. Aside from farming, I help my wife with household chores such as feeding the cattle, cooking, and doing the washing up. Today, we have another business, lending money to other villagers, which helps uplift our living standard to another level.

Presently, we are living in a better condition compared to one year ago. I and my wife get on well and value each other. Before deciding to do anything, we always discuss with each other regardless business or farming. Doing this makes our income increase and leads to more profits and better living.

This change is most significant to me, because I think that in every family, drinking is the cause of domestic violence. With violence, the whole family cannot have happiness, and business cannot succeed because we lack consultation among ourselves. Therefore, avoiding and preventing domestic violence really leads to happiness.”

Toach Tonh, male, living in Svay Rieng Province. He participates in a project from DPA and its partner CDA.

2.1.5.1.3 Measures to end violence against women

Outcome IMPACT alliance	Output	Target 2014/2 Outputs 015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
46	# partner organisations that have completed awareness-raising programmes about women's rights to bodily integrity and gender justice.	15	16	1,136,000	1,151,394	,093,272	498,013	40.670
	# 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.	7	13					
	# pilot projects focusing on violence against women and sexual and reproductive rights.	3	22					
	# campaigns against violence against women that have been undertaken.	26	192					
	# 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.	40	191	104	60	376	84	92
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	11	65					
	# partner organisations that have participated in exchange activities with	10	29					

	regard to the national implementation of human rights frameworks for women.							
	# partner organisations at both national and international level that have completed a capacity-building programme on accountability towards the target group.	3	32					
50	# partner organisations that have undertaken lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women's human rights.	45	56	288	26	20	24	180
	# partner organisations that have undertaken lobbying activities targeting national governments, focusing on the national implementation of international women's rights frameworks.	32	22					
	# regional networks and coalitions that have developed joint lobbying and advocacy activities for the implementation of international women's rights frameworks.	20	6					
	# 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.	27	41					
	# regional networks, alliances and coalitions that have developed lobbying and advocacy activities for the implementation of international frameworks for female leadership and gender mainstreaming.	6	6					
51	# strategies for lobbying and advocacy relevant to UN women's organisations, developed by Oxfam Novib and implemented in collaboration with national, regional and international partners.	2	0	17	13	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.	4	2					

Performance on outcome and output level:

The IMPACT alliance believes that to reduce impunity and social acceptance of violence against women, and to create conditions for women and girls to enjoy their human rights, especially their sexual and reproductive rights, we need to work towards changing attitudes and behaviours of both men and women regarding women's right to bodily integrity (Outcome 46). The alliance has surpassed the results expected in this area as consequence of its awareness-raising and educational programmes and campaigns. For example, in Tunisia, Oxfam Novib worked with partner Beity to challenge traditional perceptions of women in society and acceptance of gender based violence through the broadcasting of four "video spots" on gender based violence and economic inequalities. They have been broadcast on social media and throughout the country at the beginning of each movie during a well-known national cinema festival.

HIRDA has built on World Citizen Panel research on female genital mutilation (FGM) as evidence for influencing and campaign interventions. The research shows that men and women are more aware of the health consequences of FGM and there is an increase in the less damaging mutilation, clitoridectomy.

In Niger, Oxfam Novib has continued implementing the We Can campaign to eliminate violence against women, reaching an additional 5,470 change makers (1,090 women, 2,161 men and 2,219 young girls and boys). In Pakistan the Youth Life Skills programme successfully achieved engagement of various religious sects and scholars on sexual and reproductive health issues. Through our SRH programme, Memorandum of Understandings with madrasahs (religious education institutes) have been signed and a steering committee of over 50 religious scholars from various sects of Islam has been formed to endorse SRH as a basic human rights issue.

CASE: Men's forum: The story of one Congolese man who refuses to be "normal" (DRC)

The objective of the We Can campaign is to contribute to the struggle to end all violence against women and girls. The campaign is founded on the principle that women have the same rights as men and all forms of violence against women and girls (VAWG) are in consequence a violation of their rights. The campaign's goals are to engender a fundamental change in societal attitudes and beliefs that justify and condone VAWG. The campaign is guided by two strategies: large-scale alliance building and community level engagement of individuals. So far We Can has expanded from two to five provinces throughout the DRC and signed up nearly 70,000 change makers, who each agreed to change a further 10 people in their lives. The campaign has begun to be recognised as one of the few preventative initiatives regarding intimate partner violence in DRC.

One particular intervention of the campaign is the Men's forum, where men can come together to share their personal stories on the effect their participation in the campaign has had on their lives. This is the story of Major Joseph Witekeyi:

Like most Congolese men nearing 40 years old, Major Witekeyi is married with kids. Before he encountered the We Can campaign six years ago, the Major remembers himself as the master of his home and his wife. He felt even more dominant than most men because of his military garb: *"It's the gun; the ability to overpower anyone no matter what their size or influence is a powerful feeling. It is the feeling of being a "Mukubwa" or chief"*.

Even though major Witekeyi married a university educated woman he says she became submissive shortly after their wedding. Her culturally accepted upbringing taught her that even if she has something to say or contribute she must never contradict her husband and must obey him. The major says he did not use physical violence to maintain his power because it was not needed; a combination of his wife's self-imposed obedience and his psychological undermining or mistreatment of her was enough to maintain his authority within the household.

The major was offered a job as the human rights officer in the FARDC (the DRC's armed forces) and began studying the theory behind the concept of human rights, including women's rights and the many UN and African Union conventions that support them. When the We Can campaign asked to discuss protection of women and girls with FARDC, they were directed to Major Witekeyi, who agreed

that the FARDC could use some sensitisation on the issue. It was after his first few encounters with We Can that he began to put theory into practice: he had been thinking and speaking about human rights but systematically discriminating against his wife. Major Witekeyi watched a movie about a man “change maker” in the campaign who showed everyone how he helped out with domestic chores at the house, which made him realise how unequal the gendered division of labour was in his own household.

Of course the transition into practice wasn't immediate; Major Witekeyi faced a lot of scrutiny and ridicule from his family and friends. “My family says that my wife must be a witch; that she has a strong magic or power over me so that I do not act as a normal man”. Other army colleagues whisper “Is he normal? How can a military man give his kids a bath or prepare food in his own home?” Major Witekeyi found that these comments became even more frequent when he agreed a year ago to host the We Can campaign's first men's forum. He is proud to be involved in the men's forums because it gives him the chance to counter the arguments that men put forward to perpetuate their power using violence. Many men feel that they cannot intervene when they hear domestic violence in their neighbour's house; through the men's forums, men from the same neighbourhood have made a pact that they will go together to confront violent men. They spend a lot of time countering cultural arguments or excuses that men use to justify their actions; they explain that the concept of a bride price was originally conceived as a gift to the wife's family and does not signify ownership or enslavement. When organising the men's forums they schedule two hours for discussion but they say it is never enough – men really get into these discussions, and even the most vocally opposed will often approach them after to try and sort out their confusion.

The major and his friends are happy to be a part of the We Can Campaign and the men's forums in particular. They say they can get a lot closer to men than women can in these types of discussions and there is so much work to do.

Concerning the strengthening of women's organisations' capacities (Outcome 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 organisations to enhance their outreach and impact. For example, in South Sudan consultative meetings were held with 20 CSOs working on human rights and women's rights issues to increase exchange and mutual learning that will lead to the organisation of joint lobby and advocacy activities. In OPT, four Oxfam Novib partners benefited from exchanges with other women's rights organisations in the region during a conference on women's political participation in Marrakech, Morocco. This conference gave partners the opportunity to collectively explore the global context of women's political activism, the history of leading Arab women and how they reached leadership positions. Participants also discussed struggles, obstacles and opportunities they faced during their activism and explored possibilities for joint actions.

The IMPACT alliance has promoted links between regional and global levels. Oxfam Novib and its regional partner AIPP implemented a programme on strengthening the capacity of indigenous women and advancing advocacy for indigenous women's rights and welfare in the Mekong region: trainings were conducted in Vietnam on the role of indigenous women on natural resource and biodiversity protection and on enhancing the capacity of indigenous women leaders on internationally-recognised rights of indigenous people. A total of 70 indigenous women leaders participated from Vietnam. In Myanmar two trainings were conducted aimed at strengthening the capacity of indigenous women and men on gender mainstreaming and building a common understanding of gender in indigenous communities. In Africa, Oxfam Novib and its regional partner AAWORD worked towards increasing the institutional capacity of AAWORD national groups through the implementation of capacity development workshops on lobby and advocacy. In Tunisia, a workshop took place where 20 partners enhanced their understanding of WTO policies, EPAs and their impact at national and regional levels. Our work towards the adoption and enforcing of regulations or legislation regarding human rights of women at national level (Outcome 50) has continued focusing on maintaining existing policies and legislation which are under threat due to increased pressure from conservative sectors, and/or ensuring that the implementation of existing laws becomes a priority for national and local governments. In Africa, Oxfam and SOTU coalition member Fahamu facilitated a high-level launch in Kenya of a report on the status of implementation of the AU Protocol on the Rights of Women in

Africa. This activity was part of our influencing strategy toward national government officials responsible for implementation of the protocol. As part of the SOTU programme, the SOTU members also monitor the status of ratification, domestication and implementation of this important protocol.

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 on Programme Right to an Identity: Gender Justice:

The Programme Right to an Identity: Gender Justice has achieved most of the expected results. Still more is to be done concerning outcomes 52 and 53 (KIM), but the consistent use of World Citizens Panel (WCP) and stories of change – which had both been included as a standard component of the MEL strategy in all new programmes on women’s bodily integrity – is already helping us to collect important lessons and new insights on how individual and social change actually happens and how to adapt our programmes accordingly to achieve greater impact.

Overall we can conclude that the programme has effectively contributed to challenge 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.

In terms of gender mainstreaming, positive results have continued for the reporting period. The IMPACT alliance has made progress in ensuring that both at organisational level (number of women in decision making positions, internal gender policies, etc.) and programmatic level (gender objectives and indicators in programme design and implementation) we met our minimum standards towards addressing gender inequality and women’s rights in all the work we do.

2.2 International Lobby & Advocacy

The core of the IMPACT alliance's approach is empowering partners and citizens to influence public and private sector decision makers at local, national and global level. We believe that change starts with people, and people can challenge the unequal power relations that lie at the root of poverty. We put special emphasis on addressing local-to-global decision making, as due to globalisation these levels are mutually linked. To effectively tackle poverty at community level and see impact through changes of policies we work on all geographical levels

Oxfam Novib is part of an international confederation with a presence in over 90 countries and advocacy offices in key locations such as New York, Washington, Brussels and Addis Ababa. We work with partners, movements and grassroots organisations in developing countries. They form the basis of our constituency in those countries, which enables us to link local issues to the national, regional and global level and develop evidence-based advocacy agendas. Oxfam Novib and the Oxfam confederation believe that influencing at national and local level is key to make change happen, so we have worked to strengthen national-level influencing capacity through providing hands-on support on influencing to country offices and partner organisations in countries including Afghanistan, Cambodia, DRC, India, Mali, Mozambique, Niger, Pakistan and Uganda. This national-level support has resulted in, for instance, progress in the resolution of land grabbing cases in Uganda and Cambodia, and more political attention for the crises in Mali, Burundi, DRC, Sudan, Syria and Afghanistan.

We have continued our international work, for instance through "Behind the Brands" with results. For example, global food and beverage companies have adopted ground-breaking new policies to curb emissions in their food supply chains. We successfully advocated to include stand-alone goals on inequality, climate change and gender in the new Sustainable Development Goals, and we cooperated with coalitions of NGOs and trade unions to launch new Fair Bank Guides in Japan, Sweden, Brazil, Belgium, Indonesia and France.

On tax issues we worked jointly with others around the European elections, which resulted in the European parliament initiating research on tax avoidance through e.g. the Netherlands, and the Dutch government agreeing to take further steps to improve government policies.

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. 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 to do this. In the Netherlands five years ago we started the Eerlijke Bankwijzer (Fair Bank Guide), together with Dutch allies Amnesty, FNV, Dierenbescherming, PAX and Milieudefensie. This has led to spinoffs in other countries and now a sister for insurance companies, the Eerlijke Verzekeringwijzer (Fair Insurance Guide). It also inspired Oxfam to take on the Behind the Brands scorecard initiative, comparing the ten largest food and beverage companies.

This watchdog role is also played by other members in the IMPACT alliance.. SOMO, for example, conducts 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. Farid Food International is also active in this area.

2.2.1.1 MDG 1: Private sector and agriculture

2.2.1.1.1 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	realised Outcomes 2014/2015
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.	35	63	26	38	42	26	43
	# research reports about specific themes and business activities in developing countries.	30	2					
	# information products (user guides, briefing papers, toolkits, websites, etc.).	41	5					
	# training courses and/or seminars about socially responsible entrepreneurship.	6	4					
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-	17	22	68	79	119	31	0

diversity.								
# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	10	2						
# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	514	25						

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

Given that Oxfam Novib is asking the private sector to report on its corporate social responsibility (CSR) policies and practices using international standards such as the GRI, it has started reporting using this framework itself. Part of the GRI principles is to conduct stakeholder consultations, so the private sector engagement (PSE) team commissioned a stakeholder consultation via VBDO (Dutch Association of Investors for Sustainable Development) to seek feedback on Oxfam’s private sector related activities from 65 stakeholders including companies, banks and CSR actors in the Netherlands. With a good response rate of 50%, the outcome confirmed our dual approach of combining a critical, advocacy role towards the private sector with co-creating programmatic partnerships.

Oxfam Novib has further evaluated its private sector engagement work through a study to be published in May 2015. PhD researcher Luli Pesqueira Fernandez will publish her thesis on Oxfam Novib’s involvement in multi-stakeholder initiatives, entitled ‘Friendly outsider or critical insider’ – an action research account of Oxfam’s private sector engagement approach. The study supports Oxfam Novib’s work for systemic changes in entire sectors through the dual approach: working from the outside with local partners to lobby for standards and certifications, and influencing also from the inside – Oxfam Novib has taken formal seats in the Round Table for Sustainable Palm Oil (RSPO), the Aquaculture Stewardship Council (ASC) and the Feed Dialogue.

The dual approach is represented in the activities of the PSE team in 2014/2015. On the one hand, Oxfam Novib focused on its watchdog role as a large and influential NGO. A policy and strategy paper on corporate accountability was produced, as a basis for programme development. As a result, the PSE team agreed to work with VBDO on building a programme of shareholder activism in emerging markets, and with SHIFT and UN Global Compact on exploring perspectives from emerging economies on putting the UN Guiding Principles on Business and Human Rights into practice. A feasibility study on the further rolling out of the Fair Finance Guide in Asia was completed, showing ways forward for specific countries and on a regional level.

On the other hand, Oxfam Novib successfully developed its programmatic partnership approach. Substantial Sida funding (€ 6.3 million) has been attracted for gender-sensitive value-chain development in palm oil and aquaculture, expanding our work on these value chains in South East Asia by engaging private companies to assess their social and environmental impact; upcoming is a separate programme on responsible seafood, focusing on the social agenda in this sector. We also received support from the Packard Foundation to initiate a larger programme on FAIR (Freedom of choice; Accountability; Improvement; Respect for rights) company-community partnerships for ‘green growth’ in palm oil in Indonesia, DRC and Nigeria, and the green light was given for a pilot project with Nutreco on fish ponds in Nigeria.

Oxfam Novib has a long tradition of campaigning for corporate social responsibility, but the experience of actually partnering with the business sector to enhance its social agenda is relatively new for our country offices. In 2014/2015 the Business for Development Department (B4D) provided additional private sector programme development capacity to the country offices through recruitment of private sector programme officer staff in Egypt, Laos, Pakistan, Niger, Vietnam, and Nigeria. B4D also has organised several workshops, webinars and training sessions on private sector and value chain programme development, and developed a private sector resource kit. This kit provides the basic principles of cooperation with companies, showing our lessons learned and gives an overview of our track record in the agribusiness and financial sector over the last 10 years. Country offices have consequently given more priority to private sector development and engagement, especially in livelihood programmes.

Much attention has been given to making value chains more sustainable through cooperation and engagement with the business sector: DRC is working on dairy, together with Agriterra; Bangladesh continues working on shrimp production and entered into a partnership with Action for Enterprise to jointly engage seed companies and exporters in the vegetable sector; Niger received funding for a proposal on the sesame value chain; Pakistan engages the private sector in the tomato value chain in Sindh and empowers sugarcane producers in Punjab by providing alternatives to process the sugarcane into gur rather than selling to the exploitative middlemen; and Rwanda collaborates with a few companies in value chains that are interesting for female farmers, such as mushrooms and horticultural products.

Oxfam in Vietnam has raised funding for a pilot project on pro-poor upgrading of the pork value chain, developed jointly by the Ministry of Agriculture and Rural Development of Vietnam and the Ministry of Economic Affairs of the Netherlands. In collaboration with ICAFIS, a concept note for 2.1 million euro was submitted to EU Switch-Asia on promoting sustainable economic prosperity and poverty reduction in Vietnam through improving social and environmental impact of shrimp production and related activities, in line with national and global standards and regulations.

Oxfam in Egypt, together with partners CEOSS, Spice Kingdom (an Egypt-based company), and local Egyptian governmental authorities, submitted the project 'From Farm to Fork' to the Facility for Sustainable Entrepreneurship and Food Security (FDOV), which falls under the Dutch Ministry of Foreign Affairs. The public-private partnership proposal for supporting small farmers, better local and regional availability of especially horticultural food, and improved market efficiency and sustainability of food chains was accepted by RVO (Rijksdienst voor Ondernemend Nederland) of the Ministry of Economic Affairs in early 2015.

Among countries concentrating on building sustainable models with the private sector:

- Mozambique was contacted by the company Illovo to help develop and implement a model of good practice in their land and water management, including an impact assessment of their water use and management schemes to minimise the impact of flooding on local food production;
- the West African division of Nestlé invited Oxfam Senegal to assist in a regional meeting on private sector and small farmers, which presented an opportunity to lobby for closer collaboration among the private sector, CSOs and government on land issues and taxation;
- and in Uganda, local partner YADEN created links between Mukwano (a big oilseeds buyer) and a youth farmer group that produces sesame seed. The group was able to sell 22 tonnes directly to Mukwano, and local partner CREAM West Nile worked closely together with OLAM as a big buyer of sesame seeds and with input providers to negotiate higher prices for farmers' produce and prices of inputs respectively.

Among countries focusing on SME development, either on business incubation services or impact investment opportunities:

- the G-Star Foundation donated 300k to the impact investment programme in Vietnam;
- in Pakistan, Engro Foods provides female dairy and meat entrepreneurs and farmers in Rajanpur district with access to markets and incubation services to improve value addition and marketing of meat and dairy food products;
- Uganda organised a networking event in Kampala for SME development and contracted BSpace to provide business development services to SMEs for future Inclusive impact investments, as a result of which incubation services were provided to at least four SMEs in collaboration with FinAfrica; and also in Uganda, negotiations are ongoing with Microfinance Support Centre to give preferential credit to farmer groups. The Internet Now! project in Uganda has led to the establishment, support and development of a sustainable social enterprise, SINFA Uganda limited. Through this social enterprise ON is improving livelihoods in Northern Uganda by establishing an infrastructure of computer equipped, solar powered internet centres across several districts, all of which are connected via a high speed private wireless network.

We have recently been developing our attention for small and medium enterprises (SMEs). Through local partners specialised in business development services, Oxfam Novib supports SMEs in their development with the intention to help them grow and generate jobs for unemployed people, especially in rural areas. For example, in the past year the Vietnam business development services programme has supported eight SMEs, directly affecting the lives of between 6,000 and 15,000 small scale farmers, women and youth. There is also a pipeline for investment of eight SMEs in Nigeria, Uganda and Vietnam and another 15 SMEs are being supported with business coaching and training.

Outcome 13 (lobby trajectories in international companies, IMPACT campaigns, international institutons reached via IMPACT):

Economic justice / Oxfam GROW Campaign

Climate change

Oxfam Novib took the lead in the Oxfam confederation on the Principles for Responsible Energy and Climate Investments (PRECI) to prepare for the Conference of Parties (COP) in Paris in December 2015. In the Netherlands, Oxfam Novib was involved in discussions with members of Parliament, sending several letters to MPs ahead of parliamentary debates in November and December 2014 and March 2015. Oxfam Novib is concerned with the lack of ambition in climate finance, the adaptation finance gap and the coherence between international aid and climate finance: it should benefit the need of the poorest and most vulnerable people. Our letters were signed by allies including Greenpeace, IUCN, Natuu r& Milieu and Milieu Defensie. The PvdA's climate MP has committed to ask our proposed questions about climate financing in parliament, supporting our effort to stimulate the financial sector to shift from fossil fuels to renewable energy. Partly as part of our lobby letters, during a parliamentary debate on December 4, GroenLinks filed a motion for making agreements with the financial sector regarding disinvestments in fossil fuels.

In December Oxfam Novib started drafting a report on anti-climate lobbying in Europe by seven large multinationals in the heavy industries, and commissioned Profundo to research the investment of 10 banks and insurance companies in these multinationals.

Land rights

Land rights are high on the Dutch government agenda: the Netherlands is the first OECD country to start a multi-stakeholder dialogue on land governance on the basis of the Voluntary Guidelines (VGGT) and plays an important role in development policies on land rights. The global debate on land targets and indicators, in relation to the Committee on World Food Security CFS and the post-2015 process, has been lively since November 2013, with growing momentum on promoting the land rights of indigenous peoples and communities. Follow-up on the Behind the Brands (BtB) campaign's wins

on land has been also a priority, linked to the risk that companies would no longer feel pressure once they have made their international commitments. The World Bank has been in the process of reviewing its safeguards, which have a strong land component, whilst the IFC's practices continued to have an adverse impact on tenure rights of rural people living in poverty. RSPO remained a critical platform on the intersection between land use and land tenure. The land team in the BB department has followed these processes closely and contributed to Oxfam's wider land advocacy plan, with the objective of promoting policy changes in the Netherlands and worldwide to enhance the access of rural people, particularly women small-scale producers, to land.

For the BtB campaign, we conducted one campaign spike and one score card update, leading Nestlé to engage on land, smallholders and transparency, and Illovo to make commitments on land rights. Nestlé follows Coca-Cola and PepsiCo in their promises to take measures against land grab by their suppliers.

The Land Governance Multi-stakeholder Dialogue (LSD) moved to an operational stage, and Oxfam Novib was invited to be part of the small group tasked with setting up the dialogue, playing an important role also at the launch and media coverage. The LSD was launched in the Netherlands.

We lobbied the Dutch government to be coherent in their support for better land governance in their private sector support through, among others, public-private partnerships, the Dutch Good Growth Fund and the Dutch Development Bank (FMO). We permanently influence the Dutch government to take a pro-active stand in global advocacy trajectories such as the World Bank, EU and the CFS. Oxfam Novib has played an important role in the Global Land Indicator Initiative, and in discussions around how to use agreed indicators to strengthen efforts to get strong targets in the post-2015 agenda and VGGT.

Oxfam Novib facilitated an informal coalition of more than 40 organisations working on land rights and the post-2015 agenda. The work of this group positively contributed to the inclusion of land rights in the outcome document of the Open Working Group on SDGs. Oxfam Novib was also confirmed as part of an expert group further developing work on land indicators, and influenced IFAD, UNEP, SDSN's positions on post-2015 indicators. Oxfam Novib was part of the technical boards of the FAO Technical Guidelines on the Commons, and the FAO Technical Guidelines on Pastoral Lands.

Oxfam Novib has co-convened a global alliance on indigenous peoples and community land rights, with RRI and ILC, playing in particular a leading role in global advocacy. We've hosted a two-day workshop in The Hague, and organised a policy roundtable at the World Bank conference on land and poverty.

Behind the Brands

Women's rights

At the World Cocoa Conference in June we participated in a panel on gender. This was the first cocoa conference where gender equity and women's empowerment was mentioned several times by companies and government representatives. In the new industry strategy "Cocoa Action", gender and community development is mentioned as the second priority, and gender disaggregated targets are included in the productivity agenda. In line with Oxfam's roadmap asks and the gender consultancy report we published in October, Mars, Nestlé and Mondelez have published and improved their impact assessments and corresponding action plans in cocoa-producing countries before the agreed deadline in July.

Climate change

In May 2014, starting the third action period of Behind the Brands, Oxfam Novib asked the 10 largest feed giants (Associated British Foods, Coca-Cola, Danone, General Mills, Kellogg's, Mars, Mondelez International, Nestlé, PepsiCo and Unilever) to invest more in measures against climate change. The "big ten" produce more greenhouse gases than the whole of Scandinavia, 263.7 tons. On July 28,

General Mills promised to diminish the emission of greenhouse gases, as did Kellogg on August 13. Kellogg's also promised to join BICEP (Business for Innovative Climate and Energy Policy), an organisation that works with the corporate world to lower greenhouse gas emissions, and sign the BICEP Climate Declaration.

Smallholders

Oxfam Novib provided input for discussions in the Dutch parliament on smallholder income and productivity, smallholder resilience, financing food security, land and seeds. The government's policy letter on food security was discussed on several critical points with members of parliament, and questions were asked to the government to improve the implementation of the Dutch food security policy.

Biofuels

The stalemate in the EU's decision making process on a revision of the bio-energy targets put the Netherlands in a crucial position. Since the stalemate blocked any revision of the original policy on bio-energy – a policy that Oxfam Novib vigorously opposed – we decided to support a tactical manoeuvre of the Dutch government to support the Commission's proposal to introduce a maximum on food-based bio fuels, and start a political process to add land use change as one of the criteria. Our close contact with the Ministry of Environment is typical for the critical role of NGOs in the Dutch policy. The ISO draft international standard 13065 on sustainable bio-energy was adopted by the Dutch mirror committee, but several comments were made by the business community. Oxfam Novib has continued to act as head of the Dutch delegation in this process, preparing for and participating in the final plenary meeting of the ISO project committee 248 in Berlin in January 2015. This meeting added water use rights to the criteria alongside food security and land use rights, all issues of crucial importance for Oxfam Novib.

Worthwhile to mention is Oxfam Novib finalised the inception phase of the Sida funded Seeds(SDHS)/GROW programme in the reporting year. Over the period 2014-18, Sida will contribute 22 million Euro to both the SDHS programme and GROW campaign. With Sida support, Oxfam Novib is able to scale up its interventions for which MFS funds were used in previous years. The Seeds/GROW programme strengthens and contributes to global policy influencing, national level policy influencing and linking national and global level influencing in the field of seeds, food and climate justice, land rights and policy on biofuels.

Regional lobby and advocacy

In Southern Africa, SADC members were influenced to develop and improve existing food security and agricultural policies to incorporate the interests of small farmers by tackling land and water grabs. In 2014 research was done on the Comprehensive African Agriculture Development Programme (CAADP) in several southern African countries, raising issues such as CAADP's silence on land distribution and promoting a business model of agriculture based on profit maximisation.

Results Lobby Fairfood:

As part of our work on the rights of sugar workers in Central America, Fairfood has, together with the Central American Institute for Socio-economic Research in Costa Rica (CAES) received funding from the National Federation of Christian Trade Unions in the Netherlands (CNV) for field research, capacity development and governmental engagement. This project represents an important opportunity to deepen and formalise Fairfood's relationship with the ICAES.

The Morocco team worked with the largest Dutch trade union confederation, the *Federatie Nederlandse Vakbeweging* (FNV), to deliver training on negotiation for agricultural workers of its main partner, the FNSA in Agadir, Morocco, on 30-31 October. Twenty-five workers participated in the training session, during which they learned the basic concepts of negotiation and bargaining, and

became better equipped to engage with their employer's management. In addition, the team continued discussions with the FNSA to develop plans for joint activities in 2015.

The Morocco team strengthened its relationships with other stakeholders working on the living wage, which included exploring the possibility of implementing a pilot project in the tomato sector. The team participated in an Ethical Trading Initiative teleconference, developed ties with Hivos and organised an expert event in December to share knowledge and experiences on the topic of the living wage. To further support this work on policy development and outreach, the Morocco team started a dialogue with International Social and Environmental Accreditation and Labelling (ISEAL) members on the mechanics of calculating a living wage for Morocco according to the Anker methodology (an approach developed by six standard-setting organisations – Fairtrade International, Sustainable Agriculture Network / Rainforest Alliance, UTZ Certified, Forest Stewardship Council, GoodWeave and Social Accountability International). The team published a report on this theme and featured on the website of Business & Human Rights Resource Centre, Corpwatch and The Guardian.

CASE: Worldwide Influencing Network in action: Leveraging donor funds for rolling out the GROW Campaign in Pakistan and Niger

Sida funding supports a number of countries, both financially and technically, to boost their ongoing GROW campaigns and link them to the global GROW campaign on regional (SAARC/ASEAN) and global (FAO and UNFCCC) levels. This is in line with the principle of the World Influencing Network (WIN) to build bottom-up pressure on global actors. For 2014, the countries receiving this support were Cambodia, Niger, Pakistan and Vietnam. In the cases of Pakistan and Niger, both campaigns focused in 2014 on alliance building, public mobilisation and media outreach. At the same time, the campaign attempts to open up new political spaces and get decision and policy makers interested in the content of the campaign.

The angle of each campaign varies according to the particular country contexts. Niger GROW has four thematic spearheads: raising government expenditure on agriculture and pastoralism; promoting the role of smallholders; fostering local production; and more land entitlements for women. The Pakistan GROW campaign is aimed at influencing the government on designing and rolling out a sound climate adaptation policy and food security plan, with a focus on the provinces Punjab and Sindh.

Both Pakistan and Niger contribute very little to overall greenhouse gas emissions, but they are potentially at severe risk of the negative effects of climate change with pronounced trends being seen that will increase the frequency and scale of humanitarian crises. This is evidenced by prolonged drought in Niger in 2012, and extreme floods in Pakistan in 2010, 2011 and 2012.

After the announcement in 2011 of the 3N Initiative in Niger (Nigériens Nourissent Nigériens), the government started programmes to: diversify agricultural production to increase cereal yields; use improved seed varieties that have shorter gestation periods and are better able to withstand erratic weather; irrigate more land; and collect, store and transfer milk from the north, which often has a surplus, to the south, which has to rely on powdered or imported milk. It started a High Commission to initiate a strategically-coordinated joint approach among government, civil society and international donors. For the national GROW campaign in Niger, "Cultivons", Oxfam forged an alliance starting with 13 members in 2013 and expanding to 28 members in 2014, ranging from national to local level. The alliance is also a space for dialogue and is open to any organisation willing to support the campaign. Oxfam also organised in 2014 some workshops for alliance partners on research and advocacy, communication and social media and the law elaboration process.

Cultivons conducted research in 2014 on i) the financing of agriculture, ii) the situation of small transformation units in Niger, iii) the situation of land property in Niger – current practices, religious, traditional and legal laws, and iv) best practices focused to adapt and build resilience to climate change, focused on women in Sahel. Also, 600 signatures were collected during an agriculture,

livestock and hydraulics workshop for the Sahel in Niger. This workshop was for the “Where is my 10%” campaign – referring to the demand to increase budget allocation for agricultural policy.

To address growing food insecurity in Pakistan, the Ministry of National Food Security & Research has taken the lead in developing the country’s first food and nutrition security policy. Although most power lies with provincial governments for development and implementation of ways to enhance people’s food security and diet status, provinces have not performed well at executing national programmes.

GROW Pakistan aspires to build pressure on the central and provincial governments for developing and implementing plans on climate change and food security in the provinces. On national level Oxfam provides technical support to and works with four national alliance partners. On provincial and district level, Oxfam joins two partners to cover 12 districts in two provinces, also including the federal capital as a district, for direct advocacy. An important milestone is establishing multi-stakeholder forums (District Forums and Provincial Steering Committees) in which youth, media, women and men group representatives and local influential leaders and policy makers, retired and serving senior government officials and district government officials come together to define joint positions on climate change and its link with food security.

Oxfam collaboration with journalists and their forums, at grass roots and higher levels, allows us to reach out to media individuals for capacity building sessions in both provinces. A recent breakthrough on formulating alliances with media was the establishment of a vibrant media forum “Journalists for Food and Climate Justice” with support, coordination and facilitation provided by Oxfam Novib.

2.2.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	5	109	44	30	19	44	144
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	12	84					
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	4	93					
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	27	86					
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	14	109					

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.¹² This indicator is closely linked to outcome indicator 13 and the activities of GROW and BtB.

An example of lobbying international institutions comes from the partner Bank Information Centre (BIC), which has been working over the last two years to convene civil society and create spaces for debate and formulation of proposals to influence the World Bank's new safeguard policies, which cover a range of environmental and social issues. BIC produced a number of papers, with recommendations on how particular safeguards can be strengthened and organised meetings between civil society groups from the North and South and WB staff and board members to build momentum and support. Although the World Bank has assessed their safeguard policies as being problematic, new rules are considered by BIC as leading "to reverse a generation of gains by weakening protections from harm for the poor and the environment in WB-funded projects". BIC will continue to work on this, as the proposed scope of the new safeguards is considered extremely restricted.

CASE: SOMO: The impact of certification: Unilever's Kenyan Tea Plantation

Sustainability standards that aim to ensure sustainable production of agricultural commodities in developing countries have been increasingly successful in penetrating markets. They have even managed to capture significant shares of global production in some commodities, such as coffee (40%), cocoa (22%), palm oil (15%) and tea (12%). Not only do most supermarkets in Western countries stock numerous ethically labelled products, the biggest food companies have increasingly accommodated sustainability certification in their business and in specific product lines. Sustainability certification is perceived as a credible and practical way for food and retail companies to ensure and communicate good social, economic and environmental conditions in agricultural commodity supply chains originating in developing countries.

The growing market for sustainability certification, and the increasing reliance on it to address sustainability issues in primary production of tropical agricultural commodities; make it important for sustainability certifiers and their proponents to demonstrate their effectiveness in the field. However there is still scant literature with a specific focus on the impact of sustainability certification on working conditions, and even less on working conditions in large scale agricultural production for export.

The aim of this project is to contribute to understanding of the impact of sustainability certification on working conditions in large scale production of food and agricultural commodities in developing countries. The results will support policy makers in governments, civil society, companies and sustainability initiatives to improve approaches to ensure decent working conditions for agricultural workers in developing countries.

As early as 2008, SOMO published on precarious work conditions on a tea estate owned by Unilever in Kenya. In 2011, new research by SOMO and its partner the Kenyan Human Rights Commission revealed that problematic working conditions continued to affect workers at this estate, many of them constituting violations of labour rights specified by the ILO, Rainforest Alliance and Unilever's own code of business principles. In response, Unilever introduced a range of measures to improve the safety of female workers. In August 2013, however, an ARTE documentary showed that despite these measures, sexual harassment was still taking place at Kericho.

¹² Fairfood International is included in the outputs of this table above although it is a cooperation partner of the IMPACT alliance still. This is because also the expected outcomes and outputs were calculated with Fairfood International contributions.

Unilever made a new announcement following the broadcast of this documentary, which was supported by SOMO, and the tea plantation developed a new action plan to improve the safety of female workers. Rainforest Alliance, which had certified the plantation, announced improvements to its social auditing practices including new protocols such as the use of female auditors, conducting interviews in confidential settings and interviews with high-risk workers.

This experience shows that you need to be persistent and committed for the long haul to affect improvements for workers. After publication in 2011 it would still take three years and more research for policy changes to be implemented.

Financial Sector Engagement, Eerlijke Bankwijzer, Eerlijke Verzekeringswijzer and International BankWisers:

Financial institutions are influential because they are at the source of many supply chains, which are often long. They could have a huge impact if they make their investments more sustainable and use their influence positively, for example by engaging, voting in shareholders meetings, making best in class investments, applying exclusion criteria etc. Dutch banks and investors are heavily involved in large food and beverage companies and traders, and in the energy sector, which has large impacts on the climate. Several Dutch financial institutions are among the world largest – ING and Rabobank are in the top 30. Rabobank is one of the largest investors in agriculture and also in often unknown but controversial traders such as GlencoreXstrata, SUEK, Gunvor, Trafigura, Vitol and Mercuria. Another Dutch bank, ABN Amro, is one of the world's largest investors in cocoa and sugar and also a large trader in extractives.

Dutch pension funds are also among the largest in the world – ABP is third largest, and PGGM is 13th – and invest approximately € 1,000 billion annually. We are therefore in dialogue with partners including VBDO on setting up a benchmark on pension funds, too.

We have experienced good results out of the Fair Bank Guide (FBG) and Fair Insurance Guide (FIG) in the last year, regarding banks and insurance companies strengthening their CSR policies and implementing policies on more sustainable investments. Both guides also resulted in a number of dialogues with financial institutions, ministries, MPs, NVB/DNB, media and customers.

Lobby activities towards the financial sector include tax justice, climate change, sustainable housing, the arms trade, land grabs, transparency and access to medicines. A large number of meetings with financial institutions, the Dutch parliament and government officials were held on these topics. Some results from the past year:

- Regarding banks: Seven large Dutch banks formally improved their CSR policies on 16 themes. This was revealed in the annual policy update from the Dutch Fair Bank Guide (Eerlijke Bankwijzer), published in April 2014. They were ABN Amro (oil/gas and transparency), Aegon (biodiversity, animal welfare, manufacturing, loans to financial sector, real estate), ASN (real estate), NIBC (criteria regarding sustainability reporting, real estate), Rabobank (real estate), SNS Bank (responsibility for supply chains, transparency), Van Lanschot (climate change, biodiversity, manufacturing).
- Regarding insurance companies: Four insurance companies improved their CSR policies on 55 themes – particularly ASR, but also Achmea, SNS Reaal and Aegon. This was reported in the half-year policy update from the Dutch Fair Insurance Guide (Eerlijke Verzekeringswijzer), published in May 2014. According to the half-year update in October 2014, six insurance companies had improved their CSR policies on 30 themes.
- Regarding the FIG's case study on pharmaceutical companies and access to medicines (AtM): Achmea signed the AtM Investors Statement while Achmea, ING and SNS Reaal have formally agreed to improve their policies within a year by integrating criteria about access to medicines in their investing process and/or by engaging in conversations with the pharmaceutical companies in which they invest. We have lobbied parliament to ask minister Ploumen to encourage insurers

to formally support the Access to Medicines Index. The Socialist Party asked formal questions to the minister about it in July, and in her reply in September, Minister Ploumen announced that she will start a dialogue with the branch organisation for insurance companies (Verbond van Verzekeraars) to give more support to the AtM Index.

- After many years of lacking a formal mandate to work on CSR and sustainability, the bankers' branch organisation (NVB) published a vision paper on sustainability with a few interesting points just a day before the round table on sustainable banking. It formed a 'sustainability commission' with members of banks including Rabobank, ING, SNS Bank, ASN and Van Lanschot, and hired an employee responsible for CSR. Moreover, the NVB invited the Fair Bank Guide and three other stakeholders (including the Ministry of Finance) to discuss a follow up to the learning meeting on banks and transparency organised by the Fair Bank Guide and Ernst and Young in March 2014. We gave input to strengthen their proposal for it and in March the NVB sent a formal invitation to a large group of stakeholders for a meeting on April 22 on banks and transparency. Another move forward was the publication of a statement by the NVB in January 2015 that it was willing to start a dialogue with NGOs and trade unions and work on a covenant on CSR, to be finalised in Q1 2016, and the NVB asked the SER to take the process lead.

CASE: Five years of Fair Finance Guide in retrospect

Together with other Netherlands-based NGOs – Amnesty International, Friends of the Earth Netherlands/*Milieudefensie*, Confederation of Dutch Labour Unions (FNV), PAX and Animal Welfare Netherlands – Oxfam Novib launched in February 2009 the Dutch *Eerlijke Bankwijzer*, the Fair Finance Guide, a tool for assessing the Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) policies of Dutch banks. The assessment looks specifically into the sectors banks are investing in (agriculture, mining, housing, etc.) as well as major CSR themes (human rights, labour rights, transparency, corruption, arms trade, energy, etc.). Besides a desk study of the banks' policies, which is publicly available, case studies are regularly conducted on actual implementation of bank policies on specific themes. The results of these assessments can be found on www.eerlijkebankwijzer.nl, where clients can see how their bank performs and leave messages asking them to improve.

In the first five years of its existence, the Dutch Bank Wiser 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 and new social media. In the first four years there were 374,200 visitors to the website, while 13,091 people sent messages to their bank asking them to improve their policies. Thirty thousand persons clicked the 'I want to change to another bank' button, although there is no evidence about how many actually moved to another bank. On the basis of this experience Fair Bank Guide initiatives triggered interest elsewhere, for instance in Brazil: in 2012 the Dutch ambassador in Brazil even mentioned in an interview on human rights the Fair Bank Guide as an important initiative for Brazil.

Between December 2014 and March 2015, building on the experience of the Dutch *Eerlijke Bankwijzer*, Oxfam Novib launched fair finance guides (FFGs) in six more countries: Belgium, Brazil, France, Indonesia, Japan and Sweden (see www.fairfinanceguide.org). The type of lead organisations differs in each country: in Brazil and Sweden they are national consumers' organisations, *Sveriges Konsumenter* (Swedish Consumers) and IDEC; in other countries they are organisations more specialised in social-economic development and finance – in France Oxfam France, in Belgium FairFin, in Indonesia Prakarsa and in Japan Jacses. In each country the lead organisation has formed a national coalition of NGOs which are important players and knowledgeable and experienced in their fields of expertise.

The seven FFGs assessed 57 banks in 2014, six of which were common between two FFGs: ten in Belgium, six in Brazil, eight in France, eleven in Indonesia, five in Japan, ten in the Netherlands and

seven in Sweden. The baseline assessment completed by each FFG covered 13 themes: transparency and accountability, tax and corruption, remuneration and bonuses, human rights, labour rights, arms, nature, forestry, agriculture, oil and gas, mining, power generation, and climate change.

The launch of these new FFGs had immediate positive effects on banks in these countries, mobilising bank clients to press their banks for change; in Sweden, for instance, more than 1,000 such actions took place in the first twelve hours after the launch.

As the international coalition working on this initiative intends to extend its scope of work beyond private banks, also addressing insurance companies and pension funds, the name of the initiative changed from *Bank Wiser International* in *Fair Finance Guide International*.

There are plans to expand the Fair Finance Guide to other countries as well. With the Association of Investors in Sustainable Development (*Vereniging voor Beleggers in Duurzame Ontwikkeling – VBDO*), and allies in the Nordic countries and the UK, we started developing a joint methodology for a Fair Pension Guide. We aim to start implementing these in some countries later in 2015 and 2016.

2.2.1.2 MDG 7A; Safeguards for a sustainable living environment

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	7	2	23	28	19	25	2
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.	16	70	29	21	67	16	84
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	10	5					

Performance on outcome and output level

As discussed above, Oxfam's GROW campaign has paid considerable attention to climate change as part of the IMPACT alliance's advocacy work. A lot of work has been done in public expenditure tracking (PET), actually a theme under the Right to be Heard Programme, but used here as a tool to enhance activities on lobbying and monitoring government investment in pro-poor agriculture, including climate adaptation.

ACORD is supporting farmers, pastoralists and governments to develop preparedness and coping mechanisms to deal with seasonal shocks and manifestations of climate change. In Rwanda, for example, the effect of climate change on livelihoods was discussed with farmers, local leaders and technicians. We learnt that farmers are already suffering from droughts and floods, late rainfall and strong winds destroying crops and properties. It is crucial for food security to provide the necessary knowledge and skills to small scale farmers to adopt preventive practices in adaptation and mitigation. In this regard, a study on existing policies and practices in climate change in Rwanda was conducted and a training module for small scale farmers produced. MVIWATA provided PET training in Tanzania, and subsequently engaged in public expenditure tracking in the agriculture sector in two districts: Muleba and Kilosa, in Kagera and Morogoro respectively. This has increased awareness of farmers and attracted many members to join MVIWATA in these localities. Relationships with local leaders have been enhanced as farmers are more aware of their rights in the monitoring of budgets.

In Uganda, ESAFF has continued to share information through its various channels of communication including a newsletter, journal and website. According to ESAFF, its engagement with social media has greatly improved. The number of young men and women interested in agricultural farming has continued to grow, and the use of ICT is raising awareness and networking. In 2013 and towards mid-2014, ESAFF substantially increased their reach to members and youth, partners and other stakeholders through engagement and interactions on various social media networks and platforms. The organisation's use of social media has been to (i) inform and network, (ii) serve as user-friendly information source and (iii) increased stakeholders' access to information to contribute to better informed decision-making, advocacy and lobby efforts. According to ESAFF, the improved use of and engagement with various forms of media has expanded and increased awareness and capacity to defend their needs, interests and demands at all levels of the organisation. Nevertheless, ESAFF's online presence and profile has to be further improved to enhance its information sharing and advocacy efforts.

2.2.1.3 Theme: Good governance and building civil society

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	70	52	129	47	69	41	300

Performance on outcome and output level:

The African Union declared 2014 the year of agriculture, giving opportunities to communities, state and non-state actors to interact, express their voices on what works and chart the focus and targets for the next decade. We have used this theme to press African leaders to recommit to the Comprehensive Africa Agricultural Development Programme (CAADP) and sustainable food for all. The Oxfam Pan Africa Team was among the founding organisations to establish the NSA (Non State Actors) CAADP Platform. The NSA Platform issued several joint statements and open letters to agriculture ministers and heads of state to communicate the demands of small scale farmers, focusing on amounts of resources to be spent in agriculture, the quality of the investments needed, transparency, participatory policy development, strengthening land rights of small farmers, responsible corporate investments and the integration of sustainability and climate resilience into national agricultural plans. Led by ONE.org, the NSA Platform ran the *Do Agric, It Pays* campaign. The campaign raised awareness about agriculture and food security potential and the unmet realisation of commitments to date. 2,179,075 people signed the online petition. On 30 April 2014, Oxfam – together with the African Union Commission and civil society actors – convened a conference to discuss the CAADP Result Framework, and efforts towards sustaining momentum. Some 200 persons including representatives from AU member states and 50 CSOs participated. The NSA platform presented its findings on the progress of implementation of CAADP commitments. The campaign and engagement strategies resulted in 10 recommendations being adopted in the Malabo Declaration from the AU Summit Assembly of Heads of State and Government.

Oxfam is part of the AU-NEPAD-INGOs Alliance for Scaling-Up Climate-Smart Agriculture Across Africa (ACSAA). We are to lobby for greater involvement of African NGOs and farmers groups, including our existing partners ESAFF, PACJA, PAFO and its constituent farmers' organisations: Central Africa Sub-Regional Platform of Farmers' Organisations (PROPAC), Network of Farmers' and Agricultural Producers' Organisations of West Africa (ROPPA), the East and Southern African Farmers Federation (ESAFF), Southern African Confederation of Agricultural Unions (SACAU), and Maghreb Farmers Union (UMAGRI).

ESAFF has increased public awareness on small-scale farming; budget monitoring through the public expenditure tracking system (PETS); agro ecology; family farming; and seeds management. ESAFF continued its trainings for members of national chapters to apply the PETS methodology for monitoring of investment in agriculture (CAADP commitment). Findings from the PETS monitoring have been used as a lobbying tool at the national and district levels of countries with ESAFF presence.

Similarly, ACORD conducted research on the national agriculture investment plans (NAIPs) for the implementation of the CAADP. Five country reports were produced analysing the quality of and equity within existing NAIPs. A regional summary "Putting Small-Scale Farming First: Improving the National Agricultural Investment Plans of Burkina Faso, Burundi, Ethiopia, Rwanda and Tanzania" supported partners' evidence-based advocacy at national, regional and continental level.

During our 2012-2014 partnership with ACORD, it mobilised 258 small-scale farmers' and pastoralists' organisations to take part in advocacy at national, regional and/or continental level in support of the CAADP and the African Union Policy Framework for Pastoralism in Africa (PFFA). Most of these organisations have also been practically supported to render their livelihoods more sustainable.

Conclusions

The lobby and advocacy work of the IMPACT alliance has been in line with the major trends described earlier in this document. 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 – like governments, international agencies, seed companies, companies in the production and commercialization chains and the financial sector – 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 for 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, for example on the value chain work with the private sector, to develop alternatives in order to give poor people space in economic development. We are on track with our results, having surpassed all the targets set. The challenge is to continue to work on these items in the years to come and to keep the pressure on the global actors, while at the same time increasing the awareness and commitment of people in rich countries.

2.2.2 Programme Right to basic social services

2.2.2.1 MDG 2: Education

2.2.2.1.1 Greater participation in formal and non-formal primary education

Outcome IMPACT alliance	Output	Target Output 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	2000	100	3	3	0	70	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.

Performance on outcome and output level:

Under KPI 55 we consider our work on the post 2015 agenda and our Even it Up campaign that advocates for better and fair taxation for social services such as health and education.

In the Netherlands, CSOs are well engaged in the post 2015 process and Oxfam Novib is one of the leading NGOs, working closely with Partos and its members. The Worldconnectors (a network of opinion leaders from CSOs, media and private sector) adopted a “*Charter on the role of business, civil society and cross- sector partnerships in the Post-2015 Development Agenda*” to which Oxfam Novib became a signatory. An Oxfam-wide briefing paper was finalised in May – *Making it Happen*¹³, which sets out Oxfam’s visions for goals, targets and means of implementation. Results include the Open Working Group’s outcome document, which proposes 17 goals for the post-2015 agenda, containing a number of the goals and targets Oxfam has been calling for. The biggest successes are the inclusion of goals on inequality, gender and climate change. The Netherlands is supportive of all of ON’s core goals and is now also supportive on inequality and a related goal, which initially was not the case. Parliament is informed about the process, and able to hold Minister Ploumen accountable.

Oxfam used the European elections to lobby and advocate on tax justice. We’ve sent a questionnaire to political parties, wrote opinion pieces and held lobby meetings. We emphasised at the European and Dutch level that with high profile cases of multinational companies, such as Apple and Zara, continuing to come to light, the fight for governments to clamp down on the injustice of tax evasion and avoidance continues. The European Parliament has to be at the centre of this, pushing for fairer policies which prevent the loss of billions in illicit flows – money which otherwise could have been used to finance vital public services such as schools, hospitals and infrastructure in both Europe and the developing world.¹⁴ Overall the European Parliament has since taken meaningful decisions against tax evasion and avoidance, including initiating additional research on tax avoidance through e.g. the Netherlands, and we continue to lobby and engage.

In the Netherlands we organised a seminar on inequality in June and initiated a media briefing on inequality¹⁵ before officially launching our inequality and tax campaign in November with a photo

¹³ <https://www.oxfam.org/en/research/making-it-happen>

¹⁴ <http://oxfameu.blogactiv.eu/2014/03/14/why-voting-eu-elections-matters/>

¹⁵ http://www.oxfamnovib.nl/Redactie/Downloads/Rapporten/Eerlijke_Belasting_Gelijke_Kansen.pdf.

exhibition in front of parliament, and handing over our campaign asks to parliamentarians. We supported investigative journalists on two high-profile Luxleaks cases. In March we organised a stunt in front of parliament, based on the figures 'Wieb & Bloempje' featuring in the Oxfam Novib animation on tax avoidance through the Netherlands. Connected to this stunt, and at several other moments, we tried to get support from parliamentarians, the Dutch government and the wider public for concrete measures against the corporate tax race to the bottom, for public registers of ultimate beneficial owners of companies, and for improvements to the global tax governance architecture giving equal power to developing countries. The media briefing on inequality in the Netherlands received a lot of media attention. GroenLinks requested more information from the government on inequality in the Netherlands and received a letter on 16 September on this matter from Asscher/Wiebes.¹⁶

Regarding Dutch tax policy, despite a resolution that was adopted in Dutch parliament in support of public information on ultimate beneficial owners, the Dutch government was reluctant to advocate this at the European level. However, it ultimately changed its position to support the possibility of public registers. Luxleaks helped to build pressure for better corporate tax rules and more transparency. With regards to public country-by-country reporting the Dutch parliament adopted a regulation in support of this in March 2015. But the Dutch government is still not willing to take a position until an impact assessment has been conducted. We will continue to urge the Dutch government to support this in light of the adopted resolution and opportunities at the EU and global level. The Dutch parliament also adopted a resolution in March 2015 on harmonisation of the European tax base, a point on which we have lobbied actively considering its value in addressing the European corporate tax race to the bottom. We expect continued resistance from the Dutch government to act on this resolution.

At the international level, together with other NGOs and activist experts we responded to various OECD consultations about corporate tax standards and actively participated in an EC expert group on automatic information exchange. In November 2014, the OECD allowed about 12 non-OECD/non-G20 developing countries to join the preparations and decision making on global standards to address corporate tax dodging. This improvement can be partly attributed to pressure from NGOs. Various OECD recommendations were disappointing though, especially the recommendation that country-by-country data should not be public but made available to tax authorities only via a complex system of bilateral information exchange.

2.2.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	27	16	24	12	8	9	17
	# Southern partners that	1	30					

¹⁶ Met deze brief reageert het kabinet op het verzoek van de Vaste Kamercommissie voor SZW van de Tweede Kamer op een reactie op het CBS bericht over het Volkskrant bericht "Rijkste 1 procent bezit bijna kwart van alle vermogens" en op het verzoek van de heer Klaver in het ordedebat van 3 juni 2014 om een reactie op het rapport van "Eerlijke belasting, gelijke kansen" van Oxfam Novib dat stelt dat de vermogensongelijkheid in Nederland is toegenomen.

	have implemented educational projects in which they have used innovative methods such as learning via new media.							
	# 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	28					

Performance on outcome and output level:

The IMPACT alliance has been successful in lobby work around education in Southern countries such as Mali, Niger, Senegal, Afghanistan, Sudan and Palestine. For more information this section is already covered under chapter 2.1.

CASE: Freshta*, aged 20, MRMV girls' youth group leader

'The biggest problem we face here is girls who stop going to school because their families won't allow them to finish. We only have one school here, so in any case there is not enough room for everyone, and most girls have to walk long distances to reach it. We did advocacy training in our youth group, and after that we met with government ministries, and they agreed to build a school. It was us who convinced them. We are proud that we were able to do this; it's a big achievement for us.

We also ran awareness-raising sessions for families and their daughters on the importance of education. Now, 15 girls are allowed to go to school, and even more will go once the new school is built. Before joining the youth group, I just went to school and came home again. Now I know my rights, and I can go anywhere. I am a member of the community and can help change it. People have seen that all girls have the power to bring about change, and I feel like I can make an important difference.'

2.2.2.2 MDG 4,5,6; Health

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

Outcome IMPACT alliance	Output	Target Output 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying, campaigns and budget	26	11	11	9	3	0	1

	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.	0	0	16	2	1	0	0
	# lobbying activities and products aimed at persuading decision-makers and opinion leaders in the Netherlands and other donor countries to invest more money more effectively in SRHR and HIV.	12	1					

Performance on outcome and output level:

Please see page 41 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.

Conclusions

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 Alliances partner GCE the influencing work by the Alliance has focused around 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, 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 IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2013/2014
34	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	17	9	21	14	17	36	32
	# 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.	0	4					

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 itself, through the Rights in Crisis campaign, and is well on track.

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

As a signatory to the Dutch National Action Plan (NAP), Oxfam Novib considers Women, Peace and Security to be a key a priority. In February 2015 we contributed to an international conference on the 1325 NAPs, hosted by the Dutch government and organised in close collaboration with NAP signatories. Oxfam Novib organised two expert sessions on the role of Security Sector Reform (SSR) as a vehicle for change in the UNSCR 1325 NAPs, the participation of women in post-conflict processes such as state-building and peace building, and masculinity. The concrete recommendations for each theme have provided important input for the broader UN Review taking place later in the year.

Oxfam Novib's work over the past two years on women-inclusive SSR, and linking it to UNSCR 1325 and the NAP, has contributed to a clearer focus on SSR in the discourse on 1325/WPS. The focus has shifted from gender mainstreaming in SSR to how SSR can provide a vehicle for transformative change.

A key learning is that within Oxfam there is a need to better link experiences and knowledge on SSR in different contexts from both a state building perspective (donor engagement) and a grass roots perspective (civil society engagement). A clear outcome from the international conference on the 1325 NAPs was that there is a lot of potential to increase Oxfam Novib's influencing capacity on this.

During the reporting period, the Dutch Ministries of Foreign Affairs and Defence invited Oxfam Novib to contribute on the issues of protection of civilians and peacekeeping operations, especially on Mali and related to the Great Lakes and developments in DRC (MONUSCO, Force Intervention Brigade,

military operations against the FDLR). This invitation came in anticipation of the UN Review on Peacekeeping to be held in 2015.

Oxfam Novib is pleased that the Dutch Foreign Minister has stressed that ‘leadership and proper doctrine in protecting civilians [are] key to the success of the mission and its overall credibility. And in any case mission leadership should take full responsibility and be accountable for how well it protects civilians’. This statement will be the main intervention for the Dutch government during the review.

2.2.3.2 Theme: Good governance and civil society building

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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	13	27	17	20	22	15

Performance on outcome and output level:

Oxfam Novib and its partners are working to raise the voice of civilians affected by conflicts and disasters at the international level. The output for 2014 (13) is lower than the planning, a result of the increased attention paid to programme development and supporting country offices. On the other hand, the target outcome for 2015 had already been reached last year. 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 2014 the Ebola epidemic ravaged communities across Liberia, Sierra Leone and Guinea. Oxfam Novib developed a concerted response to contribute to preventing its further spread and mitigating its impact. We believe that a joined up strategy to address both prevention and treatment are essential. Oxfam Novib successfully lobbied the Dutch MFA to prioritise these dual strategies in government policy, and our work also led to an increase of Dutch funding commitments to fight Ebola.

Oxfam Novib is proud to have contributed to the release of a human rights defender in Burundi in September 2014. We collaborated with Human Rights Watch to communicate the need to implement EU guidelines to protect human rights. We urged EU member states in Bujumbura to take a more active and visible role in defending human rights activists, through strategies such as physical monitoring of detention centres and court cases. In response to Oxfam Novib’s advocacy, MPs pushed for the implementation of the EU human rights defenders guidelines by the Dutch embassy and EU member state embassies in Bujumbura. Subsequently, international pressure led to the release of a famous human rights defender.

On DRC, Oxfam Novib presented a strong plan of action to the International Contact Group chaired by Special Envoy Mary Robinson and hosted by the Dutch government. The plan described a more effective way of working regarding communication, regional civil society meetings, and inclusion of civil society in the Peace, Security and Conflict Framework (PSCF). Direct lobby efforts were also held with the Congolese Prime Minister. As a result of these efforts, the Netherlands provided funding to the Special Envoy’s office, with a strong focus on CSO involvement.

In response to the instability in Mali and the challenges faced by the UN peacekeeping force (MINUSMA), Oxfam Novib undertook a fact-finding mission to the country. On the basis of Oxfam Novib's updated understanding of recent political and humanitarian developments we provided valuable insights to the Dutch MFA (Mali Platform) and parliament. As a result, the MFA committed important funding and human resource for MINUSMA radio, as a vital tool to communicate with the Mali population. This is an important step to manage the expectations of the population which can increase the credibility and acceptance of MINUSMA. Our lobby efforts also resulted in the inclusion of a protection of civilians and a gender specialist for the Dutch troops in Gao.

In Syria we pushed for increased international commitments to arrest the deepening crisis through the report "A Fairer Deal for Syrians". This publication was widely distributed among policy makers and the media in The Netherlands.

In April 2014, Oxfam Novib partner Gate48 published a report on the situation of Palestinian children in Israeli detention centres, based on a tour of OPTI in November 2013 by a number of experts in international law, children rights, youth psychiatry, youth criminology and pedagogy. The report was widely publicised and presented to the Dutch Foreign Affairs Committee.

Oxfam has continued to campaign on the issue of banks closing accounts of remittance companies to Somalia due to fear over counter-terror and anti-money laundering regulations. Lobby and advocacy was directed at the UK Government as it designs its so-called "safer corridor" pilot to ensure that money continues to flow. Further research was undertaken on the issue and published in early 2015. Lobby, advocacy, campaigning and media work continued to apply pressure to both the US and Australian governments asking them to act on the issue. The impact has been movement towards a change in stance by these governments. Oxfam also successfully lobbied for the issue of Somali remittances to be placed on the agenda of the G20 and Financial Action Task Force.

In OPTI, Oxfam has pushed for a stronger and more systematic approach to how the humanitarian community talks about incidences of demolitions, displacement, the permit and planning regime, forced relocation plans and settler violence, putting this all in the context of ongoing Israeli policies designed to facilitate settlement expansion across the West Bank (including East Jerusalem). Over time we are starting to see more statements come from the various clusters and cluster lead agencies, describing sector specific challenges in the context of the overall policies.

Oxfam has also lobbied the EU on the adoption of stronger and more sustained measures to address ongoing violations of international humanitarian law in the OPT. Following Oxfam's targeted lobby and media work, the Belgian government issued a formal demand for compensation after one of its projects was demolished. A public Oxfam briefing paper, "Cease Failure", was published the day following the temporary ceasefire that ended Operation Protective Edge (OPE) and was widely used for lobbying in capitals and in-country. Extensive media work was also undertaken during and following OPE, with several hundred media hits and interviews around the world and numerous press releases and communications material issued publicly. This was backed up strongly by social media work – including some of the highest performing social media posts in Oxfam history, particularly in the UK – and a public stunt in London to highlight the impact of the Gaza blockade. Oxfam has also issued a number of products highlighting the slow rate of reconstruction and ongoing protection and livelihoods concerns.

Conclusions

In conclusion, the advocacy and campaigning work carried out in 2014 on improved civilian protection and raising the voices of civilians affected by conflicts is in line with expectations, although increased attention paid to programme development and supporting country offices did at times come at the expense of delivery of lobby and advocacy work. A huge amount of effort has been put in by partners and Oxfam Novib's own staff to highlight the plight of civilians in crisis and influence the behaviour of duty bearers with regard to the world's most conflict-affected countries, such as Somalia, Afghanistan,

DRC and OPT. It is very rewarding to see that Oxfam Novib, and Oxfam more widely, is seen as a trusted source by international policy makers on conflicts such as in Afghanistan, OPTI and Somalia.

CASE: Advocating for an inclusive security sector in Afghanistan

In Afghanistan our Rights in Crisis campaign promotes the important role of women police officers in the nation's security sector. Inclusive security is an important step towards greater responsiveness and protection for women. Through lobbying and advocacy we were able to demonstrate to the government the value and importance of this change and also build public support for an inclusive security sector.

To build alliances and make our voices stronger Oxfam became part of a small informal coordination group comprising EUPOL, UNAMA, LOTFA and ISAF. The network works together to develop clear and effective messaging to the Afghan government regarding the role of women in the police. We have supported the development and implementation of a strategy by the Afghan Ministry of Interior for the protection and promotion of women in the police. Collectively we provided comments on the new gender strategy and Oxfam was able to insist on clear ownership being indicated in the implementation plan, to ensure its effectiveness.

As result of our advocacy work, the Ministry of Interior has also promoted some women police and appointed leading women police to senior positions in the Afghan National Police and the Ministry of Interior. For example, Col. Jamila Bayaz became the first chief of Police District 1 and other leading female police were appointed into airport immigration and police academy institutions.

As a result of the campaign and our partnerships with civil society to ensure a strong voice, the Ministry of Interior has also granted the Gender and Human Rights Directorate more power by transitioning this into a General Directorate that reports directly to the Minister of Interior. The Ministry of Interior is now finalising its gender integration strategy, which will include an anti-harassment code of conduct. More broadly, public perceptions have started changing with improved public response and increased dialogue after partner RIWPS and BBC screened a special features programme on women in the police force.

To promote the inclusion of women more broadly, in November 2014 Oxfam launched the report 'Behind Closed Doors,' which asked the Afghan government and the international community not to exclude women from government peace talks with the Taliban and armed opposition groups. A central finding of the report was that women were excluded from 23 peace talks with armed opposition. The report provided some recommendations for government and the UN to promote and include women in future peace talks. The report was published through a press conference and had huge coverage at national and international levels. It immediately attracted the attention of the presidential palace and Oxfam was asked to share copies of the report. Shortly after, the president of Afghanistan announced that they would give a meaningful role to Afghan women in peace negotiations with the Taliban.

2.2.4 Programme Right to social and political participation

2.2.4.1 Theme Good governance and civil society building

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

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2013/2014
42	# lobby initiatives in which the right to free association / space for civil society is being defended	27	20	151	172	57	48	68
	# organisations involved in citizen dialogues in favor of space for civil society	250	873					
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	260	15					

Performance on outcome and output level:

As already indicated in paragraph 2.1.4.1.1, the IMPACT alliance has exceeded the targets set for outputs and results under Outcome 42, necessitated by an ever shrinking space for civil society. As stated before, restrictive NGO legislation and misuse of laws are factors contributing to the shrinking of space.

During 2014, we have seen newly proposed restrictive legislation come up in, among others, South Sudan and Nigeria. In South Sudan, civil society is facing multiple legal obstacles and repression. Intimidation and reprisal threaten civil society actors, ranging from smear campaigns to murder – to deter people from or punish them for cooperating with INGOs - and worsening efforts to silence NGOs. The introduction of a new restrictive NGO law and national security bills would add significantly to the already long list of hurdles for civil society to operate as a constructive countervailing power. Oxfam reacted through a campaign that promotes a progressive national NGO act, undertaken in collaboration with the South Sudanese NGO forum. A conclusive outcome has not yet been reached as the government's debate on the NGO bill was halted as a result of the crisis. The campaign will continue to ensure the protection of civil society space.

In Nigeria, a new bill has been proposed making a department of the Nigerian government a regulatory authority through which all international donor funding to civil society organisations must flow. The bill has the potential to severely hinder the independent operational activity of Nigerian CSOs. In July Oxfam joined a coalition of Nigerian civil society organisations in an advocacy visit to the House Committee Chairman on CSOs to lay out civil society's grave concerns on the possible effects of the pending bill.

Oxfam Novib has 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. The same goes for opportunities to enhance the space for civil society, such as described in the case below.

CASE: Upcoming constitutional revision in Vietnam

Freedom of association in Vietnam is still a grey area. Hundreds of organisations are established and operating with the state's permission but a considerable number of new organisations have been rejected, and established ones dissolved. No law specifically regulates this issue, and state management of associations and organisations depends solely on subjective interpretations and willingness of authorities.

The Constitution 2013 states that “[c]itizens have the right to freedom of speech and freedom of the press, and have the right of access to information, the right to assembly, the right to association, and the right to demonstrate. The exercise of those rights shall be prescribed by law.” The National Assembly decided in 2014 to develop a law on association in 2015-2016, in line with a strong development of civil society in all forms in the last few years, including NGOs, research institutes, business associations, membership groups and virtual discussion space. The development of this law could be an opportunity for civil society to advocate for an inclusive and empowering legal environment that protects freedom of association.

As a response, the People's Participation Working Group (PPWG), of which Oxfam is a core member, decided to focus its activities during 2014 and onwards on this upcoming law. PPWG is an informal network that acts as a forum for organisations and professionals - such as donors, government employees, NGOs, project managers, consultants and researchers – to exchange information and ideas on issues relating to people's participation, grassroots democracy and civil society. PPWG set up a task force to coordinate its activities on the law on association in June 2014, including representatives of Oxfam.

PPWG started several studies to prepare an advocacy strategy, including Oxfam Novib's partner iSEE leading studies on a review of progress on advocacy over the law on association over the past ten years, and on reviewing costs and operations of specific associations to make a basis for economic arguments on rights to freedom of association.

As a core member of PPWG, Oxfam has been contributing to the above activities, including providing technical support and supporting networking and outreach with policy makers and development partners. In particular, Oxfam has held positive discussions with the National Assembly's Legislative Studies Institute on conducting other researches and organising workshops on the draft law.

Several governmental bodies are involved in developing an initial draft of the law. However, they are very reluctant to talk about what they are doing. Recently, the Ministry of Justice has suggested that the National Assembly should delay discussing the draft law until 2016, or even later. Though the National Assembly's Standing Committee is resisting this suggestion, there is a chance that delay might occur.

In 2015, PPWG will continue the studies and may conduct other preparations as follow:

- To strengthen knowledge of CSOs, the drafting team, law makers and others on rights to association, peaceful assembly and demonstration;
- To map core rights relating to rights to association such as rights to peaceful assembly and demonstration and rights to access information;
- To conduct a communication programme on rights to association to target both the public and policy makers.

Oxfam Novib aims not only to prevent closure of space for civil society, or to act on opportunities to open it up, but to 'create space' by ensuring that civil society participates in key development processes at all levels. At the international level, Oxfam plays an important linking, convening and facilitating role. For example, at the Pan African level we assist civil society to engage with the African Union, including through the Oxfam International Liaison Office. An interesting example of Oxfam's linking, convening and facilitating role during 2014 came in Turkey, where we worked hard to include the participation of civil society in the upcoming G20 summit.

CASE: Civil society engagement in the G20

Oxfam's C20 (Civil 20) project seeks to facilitate the engagement of national and international civil society with the 2015 G20 in Turkey by supporting the development of the 2015 C20, the official platform for civil society engagement. The aim is to ensure that the views of civil society are robustly represented and this contributes to G20 outcomes that promote sustainable development and meaningfully address inequalities.

Oxfam sought to play the role of facilitator and convener from the start. This initially took the form of identifying the few organisations that had already engaged with the G20 – including TEPAV (Economic Policy Resource Foundation of Turkey) and Heinrich Böll Turkey – and collaborating with them to convene a broader group of interested organisations. Since then, Oxfam has continued to work with national allies in the design of the C20 operational and policy process and has supported this process at every stage. This has included acting as a de facto secretariat for the C20, providing the bulk of financial resources for C20 activities, and driving forward collective advocacy in support of the C20 both in Turkey and via Oxfam's international G20 advocacy network.

The project has so far produced the following promising intermediate results:

- Increased awareness amongst Turkish CSOs about the G20 and the C20, and increased engagement in these processes compared to this point a year ago. Lessons learned from previous C20s suggest that this increased engagement does not necessarily continue beyond the host year, so Oxfam will seek to ensure this is a longer-term engagement for Turkish CSOs.
- Established a C20 Turkey for 2015, with a sound organisational structure and a clear, transparent process for policy consultation and development. Anecdotal feedback received from a number of sources, including international CSOs, government officials in Turkey and other G20 stakeholders, indicate that the openness and transparency of the C20 Turkey's policy development process are widely appreciated. Moreover, feedback from CSOs and government officials in Turkey recognises the importance of Oxfam's contribution, with a member commenting that without Oxfam, there would be no C20 in 2015. (<http://www.c20turkey.org/>)
- C20 Turkey's policy priorities have been determined through a participatory consultation process in which over 1,100 people from 91 countries, representing 388 organisations, took part. Even at this early stage, this level of participation is higher than in previous C20s, representing a 485% increase on 2013 participation figures and a 285% increase on 2014 figures. As noted above, the survey received positive feedback from a number of different sources, indicating appreciation of this open methodology.
- As a result of the survey, C20 Turkey has convened four working groups including one on gender equality, the first time the C20 has had a standalone focus on this issue.

2.2.4.1.2 Political, administrative and societal checks & balances

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	15	8	60	68	113	3,895	4,020
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	20	11					
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	8	17					
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	10	8					
	# trajectories that monitor the budgets of international institutions and businesses.	1	8					
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	5	3					
	# trajectories that monitor income from mining and the oil industry.	10	6					

Performance on outcome and output level

In 2014, Oxfam used the European elections to lobby and advocate on tax justice. We sent a questionnaire to political parties, we wrote opinion pieces and held lobby meetings. We emphasised at the European and Dutch level that with high profile cases of multinational companies, such as Apple and Zara, continuing to come to light, the fight for governments to clamp down on the injustice of tax evasion and avoidance continues. The European Parliament has to be at the centre of this, pushing for fairer policies which prevent the loss of billions in illicit flows – money which otherwise could have been used for pro-poor development, battling inequality. At the international level, together with other NGOs and activist experts, we responded to various OECD consultations about corporate tax standards and actively participated in an EC expert group on automatic information exchange.

Through the actions around the European elections we informed European Parliament candidates on tax justice and got a good overview of the position and opinion of different political parties on the

issue. Overall the European Parliament has since taken meaningful decisions against tax evasion and avoidance, including initiating additional research on tax avoidance through e.g. the Netherlands, and we continue to lobby and engage at the European level.

At the international level, in November 2014 the OECD allowed about 12 non-OECD/non-G20 developing countries to join the preparations and decision making on global standards to address corporate tax dodging. This improvement can be partly attributed to pressure from NGOs. Various OECD recommendations were disappointing, though, especially the recommendation that country-by-country data should not be public but made available to tax authorities only via a complex system of bilateral information exchange.

In 2014, our successful Capacity for Research and Advocacy for Fair Taxation (CRAFT) project continued its activities. The Oxfam Novib-managed global consortium provides a platform for dialogue between different stakeholders in, among others, Uganda, Mali, Nigeria, Niger and Bangladesh. With the programme nearing its end, currently follow-up activities are being designed.

As already mentioned in chapter 2.1.4.1.2, the excessive number of results under Outcome 43 can be ascribed to successes in Nigeria on ensuring transparency and accountability in the revenues from the extractive industries and the monitoring of the implementation of planned budget allocation.

CASE: Taxation and development processes in Mali

The Capacity for Research and Advocacy for Fair Taxation (CRAFT) project has been developed through collaboration between Oxfam Novib and partners with a view to achieving accountable, fair and pro-poor tax systems. Partners are trained to improve their research and advocacy skills and meet twice a year during strategy meetings. The CRAFT project strengthens civil society through training, action research, policy advocacy, civic education and global alliance building, and advocates for tax reforms that ensure progressive taxation. Through CRAFT Oxfam Novib manages a global consortium which provides a platform for dialogue between different stakeholders in Uganda, Mali, Senegal, Nigeria, Niger, Tunisia, Egypt, Ghana and Bangladesh. CRAFT facilitates mutual linking and learning among partners and allies from participating countries. Global CRAFT trainings and meetings are effective capacity building events, which greatly enhance knowledge, understanding and skills related to fair taxation.

The PWYP (Publish What You Pay)-Mali coalition is the implementing partner for the CRAFT programme in Mali, and achieved some interesting results in 2014. The current tax and budget system in Mali allows great tax breaks for large national and multinational companies at the expense of citizens. A lack of transparency, accountability and participation in budget allocation and development design processes means the majority of Malian citizens have no say in or insight into how tax revenues are spent – as a result, many citizens have distanced themselves from the taxation process and do not pay their taxes. The non-participatory process design and missing revenues are together a significant driver for the growing and systemic inequality in Mali.

On September 2014, eight members (three of them women) of the PWYP-Mali coalition were trained as trainers on tax justice research methodology, deepening their knowledge of tax systems and types of taxes on both national and sub-regional levels. They understood the practical and harmful effects of tax policies, technical aspects of the tax systems in Mali, the need for tax justice, the objectives of fair taxation and the impact of tax regimes to establish tax justice in the country.

The coalition has organised training of trainers sessions on tax justice research methodology and advocacy for tax justice, media training on tax justice, training of the PWYP coalition members and allies on popular mobilisation techniques and working with the media, and training of tax actors on tax policy in Mali. These training sessions have allowed the coalition to expand its alliance network and influence in conducting advocacy for the establishment of tax justice in Mali. Newspaper articles were

published drawing the attention of citizens to the need for tax justice.

The coalition organised a public information caravan on tax justice, which crossed the business centre of Bamako with over 300 participants, covering a distance of about 10km and ending with a public forum. During this forum, CRAFT project documents and a press release were distributed.

As part of their work, the coalition held a series of meetings with the Minister of Economy and Finance, the Minister of Mines, the Director General of Taxes, the six mayors of the District of Bamako, the two trade unions of Mali, tax collectors and managers in the six communes of Bamako. The coalition also conducted action research on synthetic tax in Bamako, achieving the significant result of reducing red tape in the tax administration with a single payment of the tax per year.

Furthermore, in cooperation with Coalition of African Alternatives Debt and Development in Mali (CAD-Mali), a framework for dialogue between tax authorities and taxpayers (comprising elected representatives, administrative government bodies, the private sector and citizens) has been established, aiming to create greater accountability in managing the allocation of tax revenues. Representatives of the tax administration and elected officials in Mali welcomed the initiative and reaffirmed their commitment to support the coalition in its fight for fairer taxation and participatory development design.

2.2.4.1.3 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2013/2014
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.	15	5	98	66	100	24	9
	# 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	1					
	# 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.	20	2					

Performance on outcome and output level:

As indicated in the previous Monitoring Report, the outcomes and outputs from KPI 41 have dropped significantly compared to 2011 and 2012. The main reason for this is Oxfam Novib's planned refocus of its global programme, resulting in a phase out of numerous global partners. As a result, the bulk of the outputs and outcomes from KPI 41 have taken place in the first two years.

Some examples from 2014: Oxfam Novib supported global partner Human Rights Watch (HRW) in Burundi to document an intensified government crackdown on opposition parties, journalists and civil society activists. HRW worked on three main objectives: (i) pursuing justice for politically motivated violence; (ii) promoting and protecting freedom of expression, assembly and association; and (iii) monitoring of prolonged pre-trial detention.

At the Pan Africa level, SIDA and DFID funded the State of the Union (SOTU) project, a coalition of regional NGOs initiated by Oxfam, the main objective of which is to support citizens and African civil society organisations to engage in continental, regional and national policy development and demand a public accountability system for monitoring states' compliance with African Union decisions and charters. During 2014 SOTU partners pushed their governments to establish national coordinating and monitoring mechanisms, with the aim of achieving official government commitment and the development of roadmaps and monitoring platforms. In Mozambique and Malawi, among others, good progress was made towards achieving this result. The Mozambican government has drafted a Memorandum of Understanding to develop an AU national monitoring coordinating mechanism within the Ministry of Foreign Affairs, for which the Centre for Civil Society Learning and Capacity Building (CESC) has committed to provide technical support. In Malawi, through lobbying from the Malawi Economic Justice Network (MEJN), a clear roadmap has been developed and an interim national technical committee has been instituted to steer the implementation of the roadmap.

Our global partner Centre for Economic and Social Rights (CESR) has been prominent in promoting the human rights agenda in the post-2015 development agenda. In the first half of 2014 it continued to build on the foundations it laid in 2013, including several co-publications with the Office of the High Commissioner for Human Rights, and played an important role in convening a diverse range of civil society groups and drafting the conceptual argumentation and concrete proposals from civil society. CESR worked closely with the Special Rapporteur on extreme poverty and human rights, Magdalena Sepúlveda Carmona, who submitted a report concerning the human rights impact of fiscal and tax policy for the 26th session of the United Nations Human Rights Council in June 2014. The Special Rapporteur acknowledged CESR's contributions in the body of the report. The report's publication is significant as it explicitly makes the connection between tax justice and human rights, and frames taxation as a human rights issue.

CESR also set up the post-2015 Human Rights Caucus of NGOs, as a space to share strategies, coordinate joint interventions and amplify the human rights voice in post-2015 debates. Co-convened by CESR with Amnesty International and the Association for Women's Rights in Development (AWID), the caucus issued a 'Human Rights Litmus Test' to assess whether proposals for the SDGs meet human rights standards and principles. CESR also produced a briefing for the 11th session of the Open Working Group on Sustainable Development Goals in May, which set out the commitments needed to deliver a 'post-2015 fiscal revolution' by integrating human rights standards into the design of fiscal policy at national and international levels. CESR followed up on this through further publications and joint NGO statements and commentaries.

In Somalia, we continued our activities with partner organisation Elman Peace and Human Rights Centre (EPHRC). In 2014, 15 human rights monitors who were trained in 2013 continued to monitor, document and report human rights violations in south central Somalia. In addition, five monitors received training of trainers and began to train female HR monitors in Mogadishu. These actions were

carried out in partnership with Amnesty International and have contributed to the EPHRC being considered a valuable source of credible information, to the extent that it now shares its reports with UN agencies and other actors in south central Somalia.

South central Somalia is considered to have serious human rights violations, but without access to credible data on these violations it is difficult to hold the government to account and have any meaningful advocacy actions nationally or internationally. With inputs from EPHRC, we are able to receive credible data that is used by the campaigns team and other actors for various transformative courses. Oxfam Novib plays an important role in ensuring that the work from EPHRC is heard at the international level. Supported by Oxfam Novib, EPHRC programme director Ilwad Ali attended the UN Security Council meeting in New York and shared the plight of women with regard to sexual and gender-based violence (SGBV), empowerment and participation.

CASE: Promoting Human Rights at the UN

The UN Security Council meeting on 27 January 2015 planned to host an open debate on the protection of civilians. The Mission of Chile, hosting the session, was interested in having a CSO speaker from Somalia on the protection of women. As EPHRC is one of Oxfam's key partners and at the forefront of SGBV and raising awareness on protection of civilians, the team in Nairobi approached them and programme director Ilwad Ali agreed to speak at the meeting. Together with the Oxfam team in New York, the NGO working group on Women, Peace and Security supported Ilwad to develop a brief statement.

Ilwad made a presentation at both the meeting and a side event, hosted by the Permanent Mission of Ireland to the United Nations and the NGO working group, which focused on women's empowerment and political participation in Somalia. Other speakers included Tim Mawe, the Deputy Permanent Representative of the Ireland Mission to the UN; Kate Gilmore, the Deputy Executive Director of UNFPA; and Liesl Gerntholz, the Executive Director of the Women's Rights Division at Human Rights Watch. The discussion was moderated by Eveline Rooijmans, Senior Humanitarian Policy Advisor, Oxfam.

Ilwad shared the challenges faced by women and girls in Mogadishu and how, through Sister Somalia, EPHRC is supporting survivors. She insisted that it was important for the international community to continue supporting their work, over and above focusing on formulation of new legislation. The panel also discussed how the international community can be complicit if organisations do not speak up. The issue of involving men and boys was also recognised as an important part of the integrated approach that is needed to address issues not only at the legislative level but also at the cultural, social and political levels.

Ilwad's statement was "definitely the highlight of the debate and the team felt honoured to be partnering and working with great women like Ilwad", said Eveline Rooijmans. In follow up meetings with members of the Security Council, several member states raised the power of Ilwad's intervention and praised her for raising important issues.

Conclusions

Despite the uphill battle to protect and enhance the space for citizens and civil society to speak out and claim their rights, the results of the IMPACT alliance have been impressive and exceeded in general the planned results for Outcomes 42 and 43 during 2014. When we look at the entire reporting period 2011-2015, all planned outcomes have been met.

The results have helped poor and marginalised people to increase their influence on decision-making and protection of their civil and political rights. With the official inclusion of social and political participation as a first change goal in the Oxfam Strategic Plan (2013-2019) and the creation of an

Oxfam-wide Knowledge Hub on Governance and Citizenship, solid foundations for future continuation and further development of activities have been created.

2.2.5 Programme Right to an identity

2.2.5.1 MDG 3: Gender

2.2.5.1.1 Measures to end violence against women

Outcome IMPACT alliance	Outputs	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	40	84	104	60	376	84	92
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	29	45					
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	27	29					
	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	23	32					

Performance at outcome and output level:

Concerning the strengthening of women's organisations' capacities (Outcome 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 organisations to enhance their outreach and impact. Movement building at national, regional and global levels is a key intervention of the Right to and Identity: Gender Justice Programme. More detailed analysis and information for this outcome can be found in section 2.1.5 Programme Right to an identity; 2.1.5.1 MDG 3: Gender; 2.1.5.1.3 Measures to end violence against women.

CASE: Women's Economic Leadership and Empowerment in ASEAN

Implemented by Oxfam Novib and its partner IWRAP, the programme aims at developing and increasing the capacity of women and women's rights organisations in ASEAN to develop their analysis of the impact of ASEAN on women in the formal and informal economy; to challenge discriminatory laws and practices against women; to advocate for progressive laws and socio-economic policies and programmes which promote women's human rights, economic leadership and empowerment in the informal and formal sectors of the economy; and to strengthen their networking and mobilisation for advocacy with their national government and with ASEAN. The programme has recently started but has already organised an expert group meeting on women's economic rights and leadership in March 2015 in Kuala Lumpur, Malaysia. This meeting aimed to advance understanding about the key components and issues for women's economic rights and analyse the implications of

development and ASEAN integration. Key areas of concern for women include i) the rights of women migrant workers, ii) women’s rights in natural resource governance and iii) the impact of multinational corporations on women’s rights and how the concept of gender and the value chain could be used to address current inequalities faced by women in the economy.

Outcome IMPACT alliance	Outputs	Target Outputs 2014/2015	Realised Outputs 2014/2015	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012	Realised Outcomes 2013/2014	Realised Outcomes 2014/2015
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.	2	0	17	4	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.	4	2					

Performance on outcome and output level:

As reported in previous years, this outcome indicator is quite specific as it refers to policy changes that ensure the proper functioning of the UN women’s agency. The main result the IMPACT alliance was seeking was to secure enough resources and a functioning system for UN Women, 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. We strongly believe that through UN Women, the international community can effectively and systematically call governments to account for the implementation of international women’s rights frameworks. We have succeeded, together with partners and allies, in ensuring the establishment of a working structure for UN Women within the UN system. Our focus now is to guarantee that this entity is able to properly monitor the implementation of women’s rights frameworks by national governments.

CASE: Lobbying and alliance-building at the UN Commission on the status of women

In March 2014, Oxfam Novib’s Pan Africa partners AAWORD and FEMNET and former partners ACORD and SOAWR represented African women’s rights organisations in the 58th Session of the UN Commission on the Status of Women in New York. The theme was ‘challenges and achievements in the implementation of the Millennium Development Goals for women and girls’. AAWORD convened a side event on “Gender disparities in MDG monitoring: which methods to apply in the post-2015 development framework”, addressing issues such as the impact of the WTO’s and EPAs’ decisions on women farmers, the impact on women of discriminatory land use policies in Africa, and gender and inheritance. ACORD convened a side event entitled: “Hear the Voices – What Africa Women & Girls want: Film screening and roundtable debate on the MDGs”. The film takes the example of Kenya in giving authentic views from women and girls at the grassroots level. FEMNET and its member Forum for Women in Democracy (FOWODE) hosted a well-attended side-event which focused on women's leadership & political participation in the post-2015 development agenda. The side-event also served

to share learning on practical ways in which citizens can be engaged to demand accountability from their policy makers and the importance of financing for gender equality.

CSW58 was a reminder that we must find solutions to the numerous obstacles facing the realisation of rights for women and girls at all levels – beginning at the local and national. This calls for engagement with national gender machineries and involvement in regional conversations and dialogues on the post 2015 agenda. Beijing+20 is another avenue to speed up implementation of the Beijing Platform for Action and the Convention on the Elimination of All forms of Discrimination Against Women.

Conclusions

Outcome 51 specifically focuses on our work around the constitution of the UN Women's agency that was achieved early in the period of this subsidy. As consequence, our efforts were concentrated on building the capacity of our partners and allies (Outcome 48) to effectively implement lobby and advocacy strategies for two aims: first, to ensure that national governments comply with women's rights international frameworks; and second, to make better use of global spaces – such as the UN Commission for the Status of Women – as mechanisms to push positive actions by national government. An essential intervention that has proven very effective has been the facilitation and promotion of networking and linkages between CSOs at national, regional and international level, as described in the cases above.

2.3 Capacity of partner organisations

Capacity development of partners is a key intervention strategy in the work of the IMPACT alliance. The agenda for capacity building is based on an assessment of capacities in dialogue with partners and supported by specific tools. In 2011 and 2013 Oxfam Novib implemented the “5 Capabilities” (5C) model developed by 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).

These assessments provided the basis for the agenda on capacity development in 2014. Four topics were prioritised for capacity building; financial sustainability, MEL, humanitarian capacity building, and lobby and advocacy. Oxfam Novib 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.

In the DRC, Oxfam Novib worked with 36 partners in five provinces (North and South Kivu Kinshasa, Bandundu and Maniema) to build capacities in strategic planning, staff renewal, internal democracy and representation, and the use of M&E for improving strategies. In Afghanistan emphasis was given to capacities in lobby and advocacy, to bridge the gap between citizens and the governments. In most countries – including Uganda, Mali and South Sudan – emphasis was given to financial sustainability and diversification of income sources, due in part to considering the end of MFS II.

For Oxfam Novib, capacity development of local organisations not only consists of providing specific services (e.g. assessments, trainings, planning sessions), but also collaboration – working together in a joint programme or campaign as a source of learning and acquisition of specific skills and experience. Past experience has shown that this combination is a much more effective way of strengthening local organisations than training and support alone.

In 2014 we experienced an important shift in the work on capacity building, which is increasingly taking place in the context of a programme or campaign. This means the focus is less on stand-alone capacity building and more on creating the necessary resources and capacity to deliver on the objectives of specific programmes or campaigns. In other words, capacity building is much more tailored to the specific needs of each programme or campaign as well as the circumstances in which organisations operate. This shift also means that capacity building – as part of a thematic programme – is increasingly funded by other donors, so Oxfam Novib aims to maintain this line of work even when MFS II has ended.

To assess the quality of our work on capacity development, in 2014 Oxfam conducted a satisfaction survey among partners, in collaboration with Keystone Accountability. In total 806 partners of 17 Oxfam affiliates responded to the survey. The main conclusions were: 1) Oxfam Novib was positively evaluated on the themes it has prioritised (financial sustainability, lobby and advocacy, MEL and humanitarian); however, the overall level of satisfaction was lower than expected; 2) Oxfam Novib has to invest more time in engaging with partners and developing a meaningful dialogue on capacity development needs, instead of developing fixed modules and trajectories; and 3) there was a request to spend more attention on topics including governance and protection of civil society in repressive contexts. These results will be used to further develop Oxfam Novib’s approach to capacity development of partners.

2.4 Strengthening Civil Society

The space for civil society to fulfil its role as a countervailing power is shrinking in numerous countries. CIVICUS speaks of a “global clampdown” on space for civil society, which is shrinking in over 90 countries. An estimated 57% of the world’s population live in countries where basic civil liberties and political freedoms are restricted. The IMPACT alliance has decided to monitor the strength of civil society in eleven countries where we work; Afghanistan, Bangladesh, Cambodia, DRC, Mali, Mozambique, Niger, OPTI, Pakistan, and Sudan, South Sudan and Uganda.

Although we did not conduct a systematic evaluation of civil society space in 2014, we experienced a negative trend in several countries. In Bangladesh – a country which has historically had a vibrant civil society – a new draft NGO law entitled “The Foreign Donations (Voluntary Activities) Regulation Act 2014” aims to put restrictions on foreign donations received by Bangladeshi NGOs and international organisations based in Bangladesh. In Israel and OPT, civil society organisations critical about the occupation of Gaza faced restrictions and repression from the Israeli authorities.

In OPTI, Afghanistan and Pakistan, organisations working on women’s rights faced severe restrictions in space to operate and speak out, pushing them to the margins. Civil society actors in South Sudan reported ongoing intimidation and reprisals ranging from smear campaigns to murder, to deter or punish people for cooperating with INGOs, and worsening efforts to silence NGOs.

It is important to emphasise that space for civil society often fluctuates over time. For example in Sudan, government policies and practices had been eroding civil society space since 1989, but the 2005 peace agreement increased space, leading to greater hope and more access to funding for local civil society. This window closed, however, with the secession of South Sudan, the economic crisis, the government’s crackdown on the September 2013 Sudanese Spring, and its hardened stance on foreign donors.

Strategies to strengthen civil society should focus on building resilience and flexibility to grasp opportunities to increase the space to operate. They should also be adapted to the contexts in which organisations work, which can vary from conducive to highly repressive. Oxfam Novib is gradually building this flexibility into its programmes.

In 2014 we saw some good examples of this work on strengthening the capacity of civil society, besides the work with partners to strengthen their individual capacities. In Afghanistan, Oxfam Novib has been working on the capacity of CSOs as a whole to raise their voice and fight for society’s rights. In Mali, Oxfam Novib worked with the National Council of the Civil Society (CNCS) on mobilising civil society to exercise citizen control over government work (PMSC-CCG). In South Sudan, a campaign to support a progressive national NGO bill was undertaken together with civil society, but a conclusive outcome has not yet been reached as the crisis put a halt to the government’s debate on the matter.

In most of these countries Oxfam Novib plays a role in convening civil society organisations, developing joint agendas and demands and supporting advocacy capacities and strategies. Where possible Oxfam Novib is opening space for the voice of these organisations on national or international level.

3 Organisation

This chapter summarises the IMPACT alliance's results for April 2014-March 2015. 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 2014-15 was 50.4% (in 2013-14 it was 51.5%).

3.2 DG Norm (on salaries)

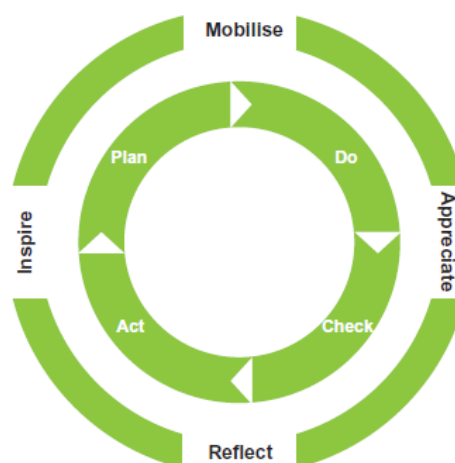
Based on the audited statements of all alliance partners, no director or staff member has a salary exceeding the DG norm.

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:

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, countries and departments (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)

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 most important risk at organisational level is income volatility, as the Dutch "W-financing" system will cease to exist on 31 December 2015 and will be replaced by a strategic partnership with the Netherlands Ministry of Foreign Affairs. Funding from this partnership will be significantly less and will be more restricted in nature.

To comply with requirements of different donors, Oxfam Novib invested in improving its internal procedures and training its own and its partner organisations' staff, and is strictly monitoring partners and projects.

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.

35 cases of suspected fraud were either already under investigation or reported during 2014-15 (30 during 2013). Of these 35 cases, 23 cases were new in the financial year 2014-15 and 18 are still being investigated. During the financial year, 17 cases have been closed. Of those 17, fraud was proven in 7, with the total amount lost estimated at EUR 81,000.

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

For 2014-15 the costs of management and administration were 1.6% (In 2013-14 it was 1.8%).

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

For 2014-15, 93.9% of total expenditure was spent on the objective of structural poverty reduction. (In 2013-14 it was 93.8%)

3.3.6 Costs of fundraising (*Wervingskosten eigen fondswerving*)

The percentage of costs of fundraising related to income was 20.9% (in 2013-14 this was 18.7%). In general this is more than sufficient to stay in line with the CBF standard of not exceeding the 25% over a three-year average.

3.3.7 % operational costs (*uitvoeringskosten*)

For the full subsidy period a target for operational costs has been set at an average of 12%. For 2014-15 this figure is 12%. For 2013-14 this figure was 12%. The expectation is that the target of 12% as an average over the whole period is realistic.

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

The entire organisation, including the country offices, is measured against a quality management system standard. This has been defined by the International Organisation for Standardisation's (ISO) 9001:2008. Oxfam Novib itself monitors compliance and continuous improvement throughout the year with internal audits, while external audits are conducted periodically. In a three-year cycle all countries will be internally audited. All country offices do an external 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 awarded 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.

Internal audits

As part of the quality management system, and in compliance with the external requirements, Oxfam Novib conducted six internal audits in 2014-2015 in country offices: Senegal, Mali, Cambodia, DRC, Somalia, South Sudan and the Pan Africa region. Additionally, project audits were conducted in a sample of all projects. 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. In general, more and more focus is on institutional donor requirements.

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 and Fairfood International are also certified with the ISO9001:2008 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 2014-15, 59% of MFS expenditure at country level was spent in the defined partner countries. In 2013-14 and 2012, that figure was 61%.

3.6 Partner policy

3.6.1 Capacity development of partner organisations

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

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

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

3.6.2 Sustainability and independence of partner organisations

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

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

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

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

3.7 Harmonisation and complementarity

Oxfam confederation

Oxfam Novib is part of the international Oxfam confederation of 17 independent organisations which work together in 94 countries to fight poverty and injustice. As of March 2015, the members of the Oxfam confederation were: Oxfam America, Oxfam Australia, Oxfam Belgium, Oxfam Canada, Oxfam France, Oxfam Germany, Oxfam Great Britain, Oxfam Hong Kong (China), Oxfam India, Oxfam Spain, Oxfam Ireland, Oxfam Mexico, Oxfam New Zealand, Oxfam Novib (Netherlands), Oxfam Québec, Oxfam Italy and Oxfam Japan. We are working now with local organisations in Brazil and South Africa to take the Oxfam name as equal partners in Oxfam's world-wide confederation of members. In 2020 we will have 25-30 affiliates and the rest will be country programs. The number of affiliates will continue to grow.

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 2014/2015 ON received an income of 11.1 million euros from the other affiliates.

All Oxfam members are independent organisations, but they are working together to implement a joint and integrated programme under the Single Management Structure, which started in 2008 and was finalised in 2013. The Oxfam Confederation agreed on a joint Strategic Plan for Oxfam International, 'The Power of People against Poverty', covering the period 2013 to 2019. For the period 2015-2016, for the first time, a One Country Operational Plan for Oxfam was introduced. This Oxfam Country Plan replaced all affiliate country plans. In early 2015, all Joint Country Analysis Strategies were revised and most country offices have agreed upon a new approved Oxfam Country Strategy for the period 2015-2020.

The aim is to create a stronger Oxfam that is globally coordinated and relevant in every country in which we work. There are three shared priorities:

Simplicity

Strengthen the ability to be effective and efficient through greater integration and collaboration. Simplify, streamline, and reduce the complexity in country management structures, and sharing HR, IT and financial services.

Global balance

Strengthen the accountability, legitimacy and relevance by becoming more rooted in the countries where Oxfam works.

Become a more globally balanced organization that brings people from north and south together in equality.

Knowledge

Strengthen the ability to influence greater global, regional and national change, and run better quality programs, through sharing knowledge within and beyond Oxfam.

AFGHANISTAN

Oxfam

Oxfam Novib is managing affiliate in Afghanistan. In line with the One Oxfam Vision, several joint strategies were developed with other implementing affiliates and Oxfam Afghanistan went live in December 2013. The Oxfam Country Strategy (OCS) development process was initiated, which included MSTC (Making Sense of Turbulent Contexts) workshop and analysis and a final draft of OCS approved by the Programme Governance Group (PGG). In addition, the transition plan was finalised and rolled out for One Oxfam, on a fast track involving the finalisation of documents including the organogram, master budget, Country Operating Model (COM) and consultation papers. Oxfam Novib is also the humanitarian lead in Afghanistan. The humanitarian contingency plan is being revised, and Oxfam in Afghanistan will seek endorsement of other contributing affiliates. My Rights My Voice is a joint programme between Oxfam Novib and Oxfam GB which has already been extended for another year and will be completed in March 2016.

Alignment with civil society organisations

Oxfam participates in regular ACBAR (Agency Coordinating Body for Afghan Relief & Development) meetings, UN cluster meetings and UN coordination meetings. Oxfam has recently started its second phase of Bayan, with Cordaid and Gender Concern as consortium partners. On matters of security, Oxfam coordinates closely with INSO for regular updates and advice. Oxfam also supports a network of civil society and capacity building of national partners. Oxfam is also part of a broader consortium called Australia Afghanistan Community Resilience Scheme (AACRS) with five other INGOs including CARE, Action Aid, Aga Khan Foundation and World Vision. Oxfam received a grant from DFAT Australia as part of this consortium to implement this grant in Daikundi Province for three years.

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 two or three geographical areas and pulling out from some other areas where there is a large presence of other INGOs. Afghanistan is a country in transition. The country finds itself in the midst of three simultaneous change processes in the economic, political and security domain that greatly affect the current and future opportunities of the Afghan people to enjoy their rights in peace and prosperity. Violations of human rights and women's rights are widespread. 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**

Oxfam Novib has continued a livelihoods programme funded by DFID through partner organisation Zardozi. It involves increasing women's income by training them in tailoring and linking them with local markets to sell their products. Another livelihood programme is being run in Daikundi province, funded by DFATD (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.

- **Right to basic social services/Right to an identity: Women and youth empowerment:** Quality education for girls remained a focus for Oxfam Novib through the Great Idea project. The 'My Right, My Voice' programme, implemented together with Oxfam Great Britain, is also focusing on the rights of youth to education, basic health services and sexual and reproductive health rights. Oxfam's Bayan II project focuses on women's political participation and protection and increasing the number of female police. Within its Right in Crisis work, Oxfam published research named "Behind Closed Doors", focusing on women's inclusion in government peace talks with the Taliban. This has been used for advocacy with the government and international community. 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.

Working with the government, Oxfam initiated a new project, “Building Resilient Livelihoods”, which is also closely aligned to the government’s National Priority Programme.

Consultation with Dutch bilateral assistance and that of other donors

Oxfam Novib is currently implementing the ‘Citizen First’ project, part of the Dutch reconstruction tender. The Dutch government-funded project Bayan I was completed, Bayan II was approved and implementation is ongoing with other partners. For the Citizen First project, Oxfam Novib participates in regular coordination meetings organised by the Dutch embassy in Kabul, providing updates on its activities, results and challenges faced. In addition, coordination meetings with the Dutch Embassy were organised regarding Bayan II and influencing events in Brussels.

Oxfam Novib maintains regular meetings with other bilateral donors such as DFID, DFATD (Australia) the EU and UNOCHA. With the approval of the Oxfam Country Strategy 2015 -2022, Oxfam Novib is planning to make regular visits to potential donors to update them on its country strategy and future planning. This will include the Canadian, Swedish and British embassies, along with EU and UN agencies.

BANGLADESH

Oxfam

The biggest impact in Bangladesh during the reporting period came from the changes towards Oxfam 2020 and the decision between Oxfam Novib and Oxfam Great Britain to fast track the consolidation of the Bangladesh programme into a One Oxfam Country Programme (initially by 1 April 2015). This created a host of new challenges but in some instances has contributed to increased collaboration between affiliates as the competition for funding was removed towards the end of 2014-15.

The Joint Country Analysis Strategy (JCAS) was reviewed, and the new Oxfam Country Strategy incorporated important changes for the country programme in Bangladesh and for Oxfam Novib. Most importantly, the number of priority themes was limited to three, which meant the themes food security, livelihoods, and adaptation and resilience were consolidated into a programme framed around economic justice and resilience.

Alignment with civic organisations

Oxfam Novib in Bangladesh worked with Butterfly Works to organise a development workshop for an Asian urban and youth programme. Butterfly Works produced a co-creation toolkit and guide based on this workshop. The workshop also identified the main objectives for interventions in several Asian countries on urban works and work with youth.

Relevance in relation to government policy

- **Right to sustainable livelihoods**

The Tax Justice Campaign continues to be a cornerstone of ON's campaign work in Bangladesh. Awareness of the programme is growing and both donors and the government of Bangladesh have expressed great interest in the work. This resulted in the creation of a working relationship with the Finance Ministry, Planning Commission, National Board of Revenue and Dhaka University. The government declared the importance of having a direct tax-based budget for the first time. During a meeting with the Parliamentary Standing Committee on Budget and Planning, multiple members of parliament requested support and training from Oxfam and our partner SUPRO. We are continuing to support this partner in their programmatic work and organisational development.

- **Right to basic social services**

ON contributed to the formulation of the INGO Education Forum (INGOEF). As the co-chair of INGOEF, ON was able to influence education policy and management at national level. ON is also one of two INGO members (the other being Save the Children) of the Education Learning Consultative Group of the Ministry of Primary and Mass Education and the Ministry of Education. As a member of this consultative group, ON contributed to various education management issues at the national decision making level.

- **Right to an identity**

ON's work led to a review of the content of sexual and reproductive health (SRH) information in textbooks, and to coordination with the National Curriculum and Textbook Board to revise textbook documents to make them more SRH- and gender-sensitive. At the local and community level, Oxfam's education work developed the capacity of 300 school management committee members on management of SRH in schools, and developed the capacity of 400 teachers on managing and teaching SRH issues in the classroom.

Consultation with Dutch bilateral assistance and with other donors

The Dutch Embassy was approached for financial support on SRH and related issues. The embassy also participated in a conference on tax justice hosted by Oxfam. Oxfam Novib staff engaged in many other formal and informal meetings with staff members from the embassy, including an aid and trade mission from The Netherlands to Bangladesh, which included the Dutch Development Minister.

Oxfam has subsequently increased cooperation and partnership with Red Orange, a Dutch-Bangla marketing and multi-media organisation, on programme development on child marriage (SRHR as

recommended by the embassy), domestic workers, urban works and tax justice. Red Orange is funded by the embassy to host Sharenet Bangladesh, and Red Orange has extended an invitation to Oxfam in Bangladesh to join and to consider a seat on the steering committee.

CAMBODIA

Oxfam

Oxfam Novib is managing affiliate in Cambodia. At the beginning of 2015 the new Oxfam Country Strategy 2015-2019 was completed and approved, in line with external developments and the global Oxfam Strategic Plan 2013-2019. In the spirit of Oxfam 2020, the new organisational structure effective from April 2015 is based on this new OCS rather than per affiliate. A major breakthrough was the appointment of a joint Oxfam institutional funding coordinator and agreement on a One Oxfam external funding target for Cambodia, which has increased coordination and reduced competition.

Alignment with other Dutch civil society organisations

ON's alliance partner Butterfly Works contributed to the implementation of the Learning about Living programme on youth, SRH and gender, coordinated by One World UK. It also facilitated a co-creation workshop in January 2015 and is involved in developing a platform to give youth a voice and a campaign tool in support of COMFREL's youth and urban programme. ICCO has disappeared from the scene since fully shifting to social enterprise development. Oxfam is following a pilot between Dutch insurance company Achmea and CEDAC on micro crop-insurance among 3,000 farmers, which is due for completion end 2016. If it is successful, Oxfam is very interested to be involved in the expansion of the scheme to its partners. Achmea has acknowledged that the existing Savings for Change groups would form a perfect entry point.

Relevance in relation to government policy

- **Right to a sustainable livelihood**

Land, forest and water rights are major conflict factors in Cambodia, where it is more and more difficult to distinguish between the political and economic elite. Partners under Oxfam's Natural Resource Governance programme apply a combination of soft and hard advocacy, an example being the support provided by Oxfam and partners NGO Forum and DPA to the Ministry of Environment on the development of guidelines on environment impact assessment in the oil and mining industry. The ministry has requested Oxfam also to be involved in the development of similar guidelines for economic land concessions. A new Oxfam strategy is to engage the private sector on CSR, initially with frontrunner companies to influence other companies, and for the government to adopt a CSR framework.

- **Right to basic social services**

There is close cooperation with the Ministry of Education, Youth and Sports on the Learning about Living programme, including development and dissemination of the electronic version of the life skills curriculum as approved by the Ministry, with its focus on sexual and reproductive health rights and gender. The aim is that the electronic version will be integrated in teacher training by the ministry. The Ministry of Communication provided a short code for the free mobile question-and-answer service under the same project.

- **Right to life and security**

In and outside the Dipecho-supported programme on disaster risk reduction (DRR), Oxfam and the other consortium partners (led by Action Aid) are supporting the government at sub-national level to build their capacity and policies on DRR. Among others these include the development of an emergency preparedness and response policy in selected provinces and the development of contingency plans at commune and village level. Oxfam and DCA are undertaking a gender audit of DRR policies and participatory action research on practices at sub-national level, focusing on good practices of women's involvement and leadership in the government's disaster management committees.

- **Right to social and political participation**

Along with the UN and other development partners, Oxfam and partners are involved in various technical working groups of various ministries, in particular on livelihoods and gender. Some function better than others. Oxfam's partner COMFREL is involved in election reform and worked

closely with the former National Election Committee (NEC). However, the new NEC Law agreed between the ruling and opposition parties has the potential to reduce the role of civil society in voter education and election monitoring. In cooperation with the World Bank and a group of INGOs, the Ministry of Interior has become more open on social accountability of the government especially at local commune level. Oxfam and the budget working group facilitated by NGO Forum are involved, although access to the necessary government budget information remains a major bottleneck.

- **Right to gender and diversity**

On gender, Oxfam and its partners cooperate well with the Ministry of Women Affairs, including on participation in the Technical Working Group on Violence Against Women, women's political participation and methodologies like the gender audit of government policies and practices. Various Oxfam partners are member of the Committee to Promote Women in Politics, advocating for and strengthening the capacity and functioning of potential women politicians across the political parties.

Consultation with Dutch bilateral assistance and with other donors

The Dutch government has limited interest in Cambodia on trade, managed from the embassy in Bangkok. There was some discussion on CSR but this did not lead to concrete cooperation. Oxfam is putting additional effort into coordination and influencing Institutional donors (known in Cambodia known as "development partners") as well as other INGOs. This was clearly recommended during the OCS consultations.

DEMOCRATIC REPUBLIC OF CONGO

Oxfam

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

The Joint Country Analyses Strategy (JCAS) was revised into the new Oxfam Country Strategy (OCS). This process resulted in the review of the emergency plan for the security and humanitarian context, particularly in the east of the country; joint submission of proposals to donors between affiliates and implementation activities for those financed; and carrying out a joint workshop on monitoring, evaluation and learning.

Alignment with civil society organisations

Oxfam Novib in the DRC works together with other Dutch NGOs ICCO, IFDC, CORDAID, ZOA, SNV, Warchild and Care. The objective of this collaboration is first of all to create greater impact by:

- Transparency;
- Learning, by creation of working groups on special thematic areas (Oxfam Novib is the lead on Disarmament, Demobilisation and Reintegration)
- Working on complementarily.

Since 2012 ON 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 partner in the Wajenzi Campaign on Peace Heroes, supported by the regional Beyond Borders programme.

Relevance in relation to government policy

Oxfam's interventions in DRC are consistent with the government's policies and priorities, including DCSR (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.

- **Right to sustainable livelihood**

ON 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.

- **Right to basic social services**

The project SAN focuses on medical care for victims of sexual violence and AIDS, and awareness about HIV and female condoms.

- **Right to life in security**

The main project under this programme 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.

- **Right to social and political participation**

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 Stabilization).

Consultation with Dutch bilateral assistance and that of donors

ON in DRC has regular meetings with the representative of the Dutch Embassy in Goma and the regional office in Kigali. As part of the mobilisation of funds, a consortium of three Dutch NGOs (ON, SNV and ICCO) was formed and developed a concept note for 'Upatanisho', a programme combining aspects of safety, conflict transformation and livelihood for lasting stability in South Kivu. Under joint coordination, this concept note has been submitted to the Dutch Embassy.

A project integrating GALS methodologies, value chains and rural finance was approved for funding by IFAD. The project will be implemented in three countries (DRC, Rwanda and Burundi) for a period of three years (2015-2017).

MALI

Oxfam

Oxfam Novib, Oxfam America, Oxfam Great Britain (OGB) and Oxfam Belgium are present in Mali. OGB is the managing affiliate. ON is the lead for two programmes: Right to basic social services and the Right to social and political participation.

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.

Alignment with civil society organisations

Oxfam in Mali is a member of 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.

Relevance in relation to government policy

Since 2002, the Government of Mali has been engaged in major reforms of its state structure, with decree N°002-498/P-RM of November 05, 2002, defining the main objectives. The state reforms are on the agenda for essentially two reasons:

- The capacity of the state to promote harmonious development of the country, and guarantee that all abide by democratic governance rules and principles, remains weak.
- Demands to know how to reintroduce the state in the economic and social development strategy are getting stronger and stronger, in a context of globalisation and a national environment where the private sector, civil society and municipalities are have increasingly specific roles to play.

Oxfam in Mali, through Oxfam Novib, has developed a programme with various civil society organisations and their networks to support these reforms, especially at the level of good governance and education. The projects and actions undertaken in this regard reinforced the strategic positioning of these organisations to establish dialogue among themselves and with the government on issues related to fiscal justice, budget transparency, access of citizens 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 the civil society in political and decision making processes on the Strategic Frame for the Reduction of Poverty (SFRP), Public Aid to Development (PAD) and fiscal reforms.

However, more efforts need to be made in building the capacity of civil society bodies in research and political analysis and in publishing alternative reports or making alternative propositions on corruption, governance and accountability.

Consultation with Dutch bilateral assistance and that of donors

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

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

- Swiss Cooperation: as a successful engagement with DDC¹⁷, Oxfam Novib is working on a proposal for Euro 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. ON submitted a proposal on youth employment last year but was not awarded the grant.

¹⁷ DDC is a former acronym of the Swiss Development Cooperation. Now it is Departement Federal des Affaires Etrangeres (DFAE)

MOZAMBIQUE

Oxfam

Oxfam Novib has been working closely with Oxfam Belgium (OB) on designing the joint Oxfam Country Strategy (OCS) for the next four years and joining staff, programmes and projects under one structure. This has been a learning exercise and we are in the final stage. Oxfam Spain left the country and some final activities of their education programme will go on for a few months, but they will be supervised directly by Barcelona as it is not part of our OCS. They also handed over assets and the administrative responsibility for the closure to the country director.

Alignment with civil society organisations

Oxfam in Mozambique is collaborating with SNV through Agri-Profocus, sharing information, knowledge and experiences. Having AENA as a common partner, and as a member of the National Oil and Seed Platform, we are supporting farmers on growing sesame and groundnuts in Nampula Province. We are also building partnerships and working closely with other civil society organisations, as members of consortia and networks, to implement activities, promote our visibility, increase impact and engage donors.

Under the governance programme we have engaged with other CSOs – including FHI360, Helvetas, Kepa and Diakonia – to organise a roundtable and jointly commission a study on the sustainability of CSOs in Mozambique. With HelpAge International, we have supported joint partners such as the Mozambican Civil Society Platform on Social Protection and the Older People's Forum. We have worked with Save the Children, Concern Worldwide and Volunteer Services Overseas (VSO) to deal with issues related to partnering with Magariro. Work with other intermediaries – Ibis, We Effect and Diakonia – under the AGIR Programme increased over the year and some crucial capacity building initiatives were organised to benefit both AGIR and MFS partner organisations, such as trainings in advocacy, ICT, climate change, financial management, gender and HIV.

In terms of humanitarian capacity, Oxfam is part of COSACA, a consortium of four NGOs: Concern, Oxfam, Save the Children and CARE International. Along with a network of CSOs, the National Institute of Disaster Management (INGC) and government at district level, COSACA aims to ensure the necessary capacity, resources and systems to lead or coordinate an effective response to an emergency declared in Mozambique.

Regarding climate change, we are a member of the ACCRA (Africa Climate Change Resilience) consortium with Save the Children, World Vision and CARE International. Finally, we have been reinforcing our collaboration with ActionAid on inequality and tax justice.

Besides this work with international NGOs, it is important to emphasize that our target group is national NGOs – in total, 50 civil society organizations.

Relevance in relation to government policy

- **Right to sustainable livelihoods**

Under the GROW campaign the PROSAVANA agribusiness programme was chosen as the focus of our 2014 interventions on the loss of customary rights and access to land. At national level, we worked to engage the general public and build a movement that resulted in the creation of ASCUT (civil society alliance against land grabbing). The objective of the alliance is to maximise synergies between civil society organisations that promote advocacy against land grabbing. The success of recent advocacy work on land grabbing, such as the PROSAVANA open letters to the governments of Mozambique, Brazil and Japan, generated increased interest from international agencies to support CSOs working in this thematic area. We drafted the PROSAVANA Oxfam briefing paper criticising this project at global level, which served as a basis to influence the

involved governments to change their cooperation policies and practices to consider the interests of local communities.

- **Right to basic social services**

Mozambique is part of our special project on female condoms, and our partners Forum Mulher and Pathfinder organised activities including training of trainers on sexual and reproductive health rights, promotion of the female condom and provision of female condoms to six CBOs in Maputo and Gaza provinces. As a result of the project people have increasing knowledge about the female condom as a method to prevent sexual transmitted diseases and unplanned pregnancies. Its promotion exceeded the geographical coverage of the project, and people are showing an interest in learning more. Our partners also strengthened their dialogue with the Ministry of Health, through the woman and child health department that creates task forces to work in districts and push forward the agenda of the female condom.

Consultation with Dutch bilateral assistance and that of donors

ON has been reinforcing our collaboration with the Dutch Embassy through their focal point for the AGIR programme as well as through the chief of cooperation. We discussed ways of working together and their support to our country strategic plan, identifying sexual and reproductive health, sustainable livelihoods, extractives and the private sector as the primary areas. Regular technical meetings, joint monitoring visits and learning events are already going on. We were invited by the embassy for a joint field visit last September 2014 under the sexual and reproductive rights programme implemented in Maputo Province. And we jointly organised a learning event at the embassy to present the AGIR programme and its partners to other embassies, donors, UN agencies, EU and DFID representatives. Last October ON launched at the embassy a case study on the LGBT rights organisation Lambda. In November we organised at the embassy an event on extractives for members of the donor platform in Mozambique (G19), to share emerging trends in the sector and give insights on Oxfam's approach. Oxfam America, the Oxford University, our national partner CIP and Action Aid presented their findings and proposed specific strategies for the future on legislation, tax justice and global influencing priorities.

OCCUPIED PALESTINIAN TERRITORY AND ISRAEL (OPTI)

Oxfam

Oxfam Italy (OI), Oxfam Great Britain (OGB) and Oxfam Quebec (OQ) are present in OPTI and Oxfam Belgium (OB) is a contributing affiliate. ON is managing affiliate leading the humanitarian operations and programme lead for Rights in Crisis and gender justice, where we have supported various affiliates in designing gender sensitive programmes.

All Oxfam affiliates in OPTI moved into one office in Jerusalem in early September 2014, allowing us to benefit from being more coordinated and aligned. Programme working groups became operational in OPTI in the context of the SMS, and programme leads have been appointed. Oxfam's new country strategy in the OPTI was delayed due to the Gaza crisis and is now to be completed by October 2015. The first phase, planned in late April, will entail the JCAS review and context analysis, after which we will proceed with the strategy phase.

Alignment with civil society organisations

The country office was in touch with SOMO with regard to their work on promoting non-judicial grievance redress mechanisms under the OECD guidelines to promote corporate social responsibility. SOMO has designed a series of trainings on this issue and would be working with Palestinian organisations active on settlement issues. SOMO was able to find a local partner to act as principal liaison, which we confirmed was a reliable choice. We have invited SOMO to present its programme to Oxfam teams active in Economic Justice and to our policy and media colleagues. ON also coordinated with War Child Holland when our Israeli partner HaMoked approached us to support additional work focusing on movement and residency rights of injured children from Gaza after the 2014 war.

Relevance in relation to government policy

- **Right to life and security**

OPTI's partner Bimkom has achieved important policy and practice changes during this reporting period, with regard to East Jerusalem and Area C of the West Bank. Both areas face efforts by Israeli authorities to alter demographics and push Palestinians out. Bimkom has managed to change the practice of Israeli authorities, which can no longer default to the pretext of lack of information. Another achievement in East Jerusalem relates to Bimkom's handling of six appeals on behalf of Palestinian communities against decisions taken by either the Jerusalem municipality or the local planning authorities. Bimkom has furthermore been asked to work as consultant to the Palestinian Ministry of Local Planning, helping to develop plans in line with Israeli Civil Administration requirements.

OPTI's partner Adalah successfully worked on the ability of Palestinian citizens to live in a new city, which the Israeli Housing Minister claimed would be for all but was ultimately designated for ultra-Orthodox Jews only. As a result of a lengthy process of objection led by Adalah, the new city is now open for all applicants to purchase homes.

- **Right to social and political participation**

This reporting period witnessed ever increasing efforts of ON and local partners in working with marginalised people of OPT to achieve their civil and political rights. One of the leaders in holding government accountable in OPT is Muwatin, a think tank and policy action research organisation. During the reporting period the organisation continued to produce high quality research and publications, drawing praise from an external evaluation conducted by Scanteam and commissioned by NORAD (Norwegian Development Agency). The review praised Muwatin for its policy and research work and emphasised its credibility within Palestinian civil society and internationally.

- **Right to an identity**

OPTI's partner WCLAC trained women and youth from north and south of the West Bank on women's rights and advocacy and lobby mechanisms, communication skills and engaging with

media. Another partner, Miftah, established a platform for dialogue between young women political leaders and decision-makers on governance issues.

WAC implemented training workshops on women's political participation. In addition, WAC implemented a capacity building training on leadership skills, gender, CEDAW and UN1325, women and elections and women's political participation, where women's rights defenders from AMAL Coalition and ADALEH alliance participated.

Consultation with Dutch bilateral assistance and that of other donors

We have contacts both with the Dutch Representative Office in Ramallah (NRO) and with the Dutch Embassy in Tel Aviv, and target both for policy advocacy. Programmatic linkages on ON's lead areas, Rights in Crisis and gender justice, are weak as NRO's priorities are different. We have shared information on the EJ programmes led by OGB and OI, although no specific opportunity has arisen to translate this interest into funding. We have also been in touch with the Dutch Representative Office in Ramallah to apprise them of our inability to obtain permits for our staff to travel to Gaza and to seek their assistance in securing access permits for our Gaza based partner CFTA to attend joint strategy sessions on the WPS project funded by BuZa. The contacts have been both at operational and strategic level.

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 and invited to share some of the methodologies Oxfam is piloting.

SOUTH SUDAN

Oxfam

ON is an implementing affiliate in South Sudan. We had started humanitarian capacity development of six partners in October 2013 but had to put it on hold due to the security crisis, and have so far been unable to resume.

In April 2014, ON and OGB undertook a programme review together with selected South Sudan partners to define the country's post conflict contexts and set strategic priorities and action plans. This was done in response to frequent humanitarian shocks that can lead to lack of long term focus and neglect of programming, which in turn continues the cycle of dependence rather than building coping mechanisms. The programme review process was not successful and the process rejuvenated in February 2015 with the help of an internal consultant. A detailed context analysis and brainstorming of the programme focus areas was finalised and has informed the focus of the governance and conflict transformation programme strategy on extractive industries governance, reduction of natural resource based conflicts and enhancing the effectiveness of key government institutions.

Alignment with civil society organisations

Oxfam Novib is working with 10 local organisations. Some are long time partners, while one new organisation was identified in 2014, which is active on awareness raising for youth via culture and use of media.

The civil society of South Sudan does not cooperate much. Around the South Sudanese Peace and Prosperity programme there are regular meetings with other NGOs, but there is no joint agenda outside this project. The 10 Oxfam Novib partners have very regular contact, in meetings and sometimes cooperation in projects. It is extremely complicated for NGOs to take a position in the debate about the war and peace.

Relevance in relation to government policy

While the government in South Sudan has tried to survive after the civil war in 2013, it has been weak in 2014 – not very active in formulating new policies, or seeking cooperation with civil society. Oxfam is a member of several bodies coordinating with the government, including the Ministry for Agriculture.

Consultation with Dutch bilateral assistance and that of donors

Collaboration with the Royal Netherlands Embassy in Juba remained as strong as it has been in previous years. Discussions on the ongoing peace and prosperity programme continued in regards to a request for no-cost extension of the project meant to end by June 2015. This has not been finalised and the outcome will depend on the ongoing project audit. However, the Dutch government is interested in a potential follow up project with effect from 2017.

SUDAN

Oxfam

With the announcement that Oxfam Novib is phasing out from Sudan, the nature of the relationship between Oxfam America (OA) and ON – the two affiliates in the country – meant that agreements have been made but follow up remains slow. ON's legacy was secured in the latest draft of the Oxfam Country Strategy, but it remains doubtful whether this legacy will be implemented as there is no previous collaboration between the partners and OA. There will also be a need for extra funds, and Sudan is not an easy country for fundraising, as donors have withdrawn in recent years.

Alignment with civil society organisations

ON consults and harmonises investments with ZOA in their mutual funding partner Ma'an in Gedarf in Eastern Sudan. Attempts to contact HIVOS, CORDAID and ICCO have not resulted in an interested response, let alone harmonisation. ICCO is another funder of ON's partner SORD.

Relevance in relation to government policy

Oxfam Novib's partners are working with Sudanese local government – in the states and provinces, rather than at national level – on technical topics including WASH and agricultural development. One ambitious project, which is likely to take a long time to show impact, focuses on changing the labour laws for unskilled female labourers.

Consultation with Dutch bilateral assistance and that of donors

The relationship with the Dutch Embassy has been good, with regular visits and exchange of information. Since ON staff experience difficulties in obtaining visas, contacts depend on email. The shared Information and Funding Officer in Khartoum at OA'S office may take the role of representing ON physically at meetings at the embassy, although a donor relationship is not likely to develop considering the embassy's choice to fund local organisations.

UGANDA

Oxfam

The JCAS was reviewed and a new Oxfam Country Strategy developed, leading to changes in ways of working: bringing others together to bring change at scale, and building wider networks with other INGOs and the private sector, academic institutions and the government.

Uganda will use clear performance indicators and apply MEAL tools robustly, so we are accountable on the change we want to see. We will seek greater synergy across areas of work to ensure a “one programme” approach. All Oxfam programmes will have the promotion of women’s rights at the centre and the organisation will participate in and promote three global Oxfam campaigns: advancing women’s rights, campaigning against extreme inequality and defending rights in crisis.

Alignment with civic organisations

Oxfam has worked well with SNV on a number of initiatives including B-SPACE, where both Oxfam and SNV are on the BoD and steering committee. B-SPACE is a limited company, registered as a social enterprise, aiming at reaching out to the “base of the pyramid” constituency. Another area for collaboration with SNV has been with AgriProFocus Uganda (APF-Uganda), a network of individuals and organisations involved in Agri-business sector where both SNV and Oxfam are members and provide financial and technical support..

Oxfam has also collaborated with Butterfly Works on the AuraBits initiative. AuraBits is a youth based social enterprise using ICT and multimedia creatively to improve the lives of less privileged youth from non-formal settlements and enable them to make meaningful contributions to their societies.

Discussions are also going on between the Internet Now! project and Butterfly Works regarding possible collaboration on a concept note for a project that targets employment creation using ICTs. This project is a joint initiative of Butterfly Works and Mobbr and will be set up as a new company, Bits Platform, aiming at connecting skilled workers from disadvantaged backgrounds to a global labour market of high-skilled jobs.

Relevance in relation to government policy

- **Right to sustainable livelihoods**

The incidence of land-based conflicts has increased with many reported deaths in 2014, showing the value of the work of Oxfam and partners on this theme. The confirmed find of oil and gas as well as other minerals (gold, copper, iron ore, tin, rare earth minerals) in different parts of the country will most likely exacerbate land conflict, making Oxfam’s involvement in both land and extractives industry work more necessary.

- **Right to social and political participation**

Taxation policies for local business make formalisation often difficult, as does poor access to affordable credit facilities, as commercial bank lending interest rates remained above 20% for the whole of 2014. Oxfam and partners try to address these issues through work on private sector engagement. The incidence of corruption has increased, with Uganda dropping two places in the global corruption index ranking in 2014. Oxfam and partner involvement in the CRAFT tax justice programme and other citizen engagement efforts (neighbourhood assemblies, market women, youth engagement in dialogues etc.) aim at creating more citizen awareness on government responsibilities and accountability. With major international donors suspending direct budget support to the government of Uganda due to some serious corruption scandals, and channelling development aid through NGOs and civil society groups in support of governance and accountability work, there is a real opportunity for policy advocacy and influencing.

The Oxfam programme in support of civil society in Uganda on different themes looks to be complementary to government policies (Vision 2040), especially looking at more vulnerable sections of Ugandan society.

Consultation with Dutch bilateral assistance and with other donors

The Dutch Embassy in Kampala was visited regularly for discussions and updates, often with visitors from different affiliates. However, none of these visits resulted in funding from the embassy, which has developed a funding relationship with ICCO on the Agri-skills 4 U programme and does not want to have several contracts to manage. This means that embassy funding will only be available for ON partner organisations directly through the AS4U programme, as ICCO would not approve admin fees for Oxfam.

The IFAD-funded WEMAN programme ended in 2014 and an international workshop took place in Kampala bringing all participating countries (Rwanda, South Sudan, Nigeria) together. The IFAD-funded GENVAD project, which falls under the global WEMAN programme and was implemented by five Ugandan partners – CEFORD, CREAM, VEDCO, ESAFF and PELUM – ended formally in September, and in October 2014 a final project evaluation was done. However, to enhance its sustainability and as part of programme development, the Uganda programme invested 200,000 euros to support a continuation of GALS work by increasing the visibility of the GALS methodology at community, organisational and national level through empowering partner organisations in its use. Core strategies that the project uses include capacity building, networking and information sharing, creating awareness and documentation on GALS and applying it in new geographical areas and with new organisations. The aim is to attract external funding for scaling up this innovative methodology and increase impact on gender justice.

3.8 Learning ability of the organisation / progress learning agenda

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?

In 2014 we continued with Behind the Brands which aims to address unsustainable issues in the value chain of multinationals that hit small producers. This year after hearing the voices of 238,000 consumers, Kellogg's announced it is stepping up to address climate change, committing to reduce harmful emissions across its supply chain and operations and helping smallholder farmers to adapt. We have learned that close monitoring of company commitments is important to ensure policy compliance and see that the changes multinationals commit to translate into adequate practices on the ground, which indeed benefit local small producers. Another learning has been the importance of traders, who are key players in the value chain but hard to reach through public campaigning as they are invisible to consumers. However, we learned that with real-life case studies it is possible to challenge the work done by traders.

Another programme that contributes to question 1 involves water challenges in the Limpopo basin. Together with partners, Oxfam designed a programme after seeing that communities are not resilient to climate change, with serious consequences on people's lives during periods of drought. We have learned that with improved systems of water management, rainfall in the basin is sufficient to support considerably improved livelihood systems. Adequate water management systems and coordinated water governance across the countries in the basin are required to improve access and better balance resources. We have learned that including all stakeholders is crucial (government institutions, NGOs, researchers etc). By contributing to improved institutional capacity and knowledge of government agencies and by engaging governments and other key stakeholders, our small-scale approach at the local level can be up-scaled to have a major impact.

2: What is the role of traders in the food system and their influence on poverty?

In May 2006, the Koh Kong Sugar Company began clearing 20,000 hectares of land in Sre Ambel district for a sugar plantation in Cambodia. Eight years on, 200 families are still fighting a protracted legal and public relations battle – with the help of Oxfam Novib partner CLEC – for compensation. Oxfam's Behind the Brands campaign used this story to highlight the risk to multinationals, such as Tate and Lyle, Coca-Cola and PepsiCo, in not having strong policies in place regarding the activities of their suppliers. Coca Cola and PepsiCo both responded to the Oxfam campaign by committing to a zero-tolerance policy against land grabbing in their supply chains and agreeing to engage with their suppliers to help find a solution in this case.

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

The approach of the Behind the Brands here is to be a "critical friend" to the multinational food and beverage companies. More than 700,000 supporters have called on the on the big 10 companies¹⁸ to clean up their supply chains since the campaign began in 2013. Specific "asks" were developed and sent to the companies. We learned that monitoring is important to understand the commitments made by companies and follow their compliance by setting milestones.

¹⁸ The Big 10 exists of Nestlé, Unilever, Mars, Mondelez, Kellogg's, General Mills, PepsiCo, Coca Cola, ABF and Danone.

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?

In June 2014 a meeting was organised in Cambodia for the Global Land Programme, where 15 country teams and 12 partners followed a learning agenda aimed to improve programme quality and take note of our achievements, lessons learned and good practices. Sessions underlined how Oxfam and its partners are at the cutting edge of work to address land rights and land grabbing from community to global levels. We noted that Oxfam's land programme has:

- Been at the centre of international efforts to adopt and implement the Voluntary Guidelines on Land Tenure and the African Land Policy Initiative, and to push global actors such as the World Bank, Coca Cola and Pepsi to do more to address land issues;
- Developed interventions at local, national, and regional levels to promote women's land rights (for instance in Tanzania and India);
- Engaged in local to global advocacy in relation to emblematic land conflicts (including in Honduras, Uganda, Cambodia and Indonesia);
- Helped build vibrant national platforms to engage in land governance reform processes (including in Senegal, Vietnam and Laos);
- Taken national struggles on land to the level of international public campaigns, including from Guatemala and Paraguay, both of which engaged the participants in campaign actions in Cambodia.

Participants from country programmes realised that in spite of their different local contexts, the challenges faced on land were remarkably similar ("we are all working on the same thing"). This was underlined in the reflection following the field trips, in which the same issues came up again and again including involvement of national elites, disproportionate impacts on women, and humanitarian impacts on communities struggling over long periods to get redress. We have learned in the Cambodia case that even when CSOs are strong, reforms can be blocked by vested interests and political elites.

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?

Summary key learning points:

- Community involvement is vital to gain support and make sustainable impact in increasing access to education and quality of education, particularly of girls.
- Involvement of communities and important community leaders needs to be carefully tailored to the context, particularly when discussing sensitive issues such as SRHR, to mitigate risks of backlash by conservative groups.
- Building the confidence and leadership of young women is important and requires sustained focus and capacity building.
- Empowered young women have been able to change community attitudes to the education of girls and to assumptions about gender roles.
- Working within the statutory school system, and making links with the community and with local authorities, helped the project to extend its reach and ensure sustainability.

Several countries emphasised the need to involve the community in helping keep girls in school. Strategies should work with the community, community leaders and schools to increase the possibilities of creating an environment more favourable for girls to stay in school. In Pakistan, while involvement of the community and religious scholars initially brought support for the project, in the second year it caused much disruption, demonstrating the need to tailor community involvement carefully to the context. The life skills-based education programme initially worked with religious scholars with success, but another religious group started criticising and campaigning against the curriculum, causing project activities to be put on hold for almost four months. To address the situation a national steering committee of religious scholars was formed and, on basis of suggestions by stakeholders including religious leaders, the campaign rebranded itself. In this situation expertise from religious scholars of different sects helped in handling the situation being created by some other religious groups.

Other experiences, for instance with the My Right My Voice programme¹⁹, point to the importance of working with youth groups within the formal school system to transform school governance and improve the confidence and voice of students and the quality of education. A particularly notable achievement has been the campaign around corporal punishment, which is often harshly administered and greatly resented by students. Students themselves decided that they wanted to make change on this issue and the MRMV team allowed them the space to do this, even though it was not in the original plan. Students advocated to school leaders, and when they were initially reluctant to act, enlisted the support of district education officers. Now heavy corporal punishment has been eliminated from project schools, a significant achievement.

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?

Key learning points:

- The variety of forms of new technologies and social media means that these can be used in different aspects of projects to effectively raise awareness and mobilise young people to engage on issues of quality education.
- Spaces, both online and offline, allow youth to express themselves and link with other interested youth.
- Effective campaigns with effective messaging combined with an entertainment factor have the potential to go viral and reach many more youth than was previously possible.
- Technology and social media can also be used to allow beneficiaries to monitor the project themselves.

New technologies and social media have been successfully used in many projects to promote access to quality education, particularly for girls. The type of technology varies according to context. For instance, in Mali an e-learning platform to improve knowledge and awareness on SRH issues has been integrated into school curriculums in alliance with Butterfly Works; in Vietnam, game show software is being used in schools to teach children about their rights in a fun and interactive way. Participatory photography has also been a successful means for advocacy in Vietnam, where photo exhibitions have helped to communicate ethnic minority children's education rights and aspirations. Training was provided for youth participants in all country programmes in blogging, photography, video and digital communications skills, to improve their ability to engage with new technologies and integrate these into their campaigning and awareness-raising work. These efforts have helped to spread the reach of campaign messaging – in Pakistan, for example, comedy skits highlighting youth SRH issues went viral on social media and were watched more than 404,000 times.

¹⁹ My Rights My Voice is run by Oxfam Great Britain in Tanzania and Vietnam but as the learning is part of the overall Programme we have included it in this text.

3: How can the participation of parents and youth in planning, implementation, monitoring and evaluation of educational activities be promoted?

Key learning points:

- Who is involved in the programme is very important – having the right people on board and motivated can create a driving force for the project.
- A comprehensive approach that focuses on one central element of organisation for youth allows other stakeholders to interact with a group that is coherent and recognisable.
- Creating space for people to share their ambitions, discuss and adapt the programme to their context is an important strategy.
- Doing things differently and an innovative ambition leads to innovative solutions.
- Creating small successes fast helps ensure buy-in of communities in the short term that is needed for larger successes.
- Youth in Somalia are more likely to access information through new technologies and social media than adults, yet radio and telephone also remain an important source of information.
- Flexible innovation funds can allow young people to innovate and have space to experiment and engage.

The My Rights My Voice programme midterm evaluation shed some light on the elements of this youth-centred, rights-based programme that has been successful in promoting more active citizenship of youth on health and education issues and promoting involvement of parents in their children's education. Successful elements included:

- Involvement; decisions on who takes a certain role are taken very seriously. People selected feel highly committed, because they feel their importance; and the programme benefits from qualified and motivated people.
- A comprehensive approach that focuses on one central element of organisation for youth is a successful strategy.
- Creating space, where youth can talk about culturally sensitive topics, is an important strategy.
- Working with youth as actors in their own development is new for Oxfam. From the start of the programme, this newness was seen as an opportunity for re-thinking, re-designing, and challenging all involved not to do things just because they have always been done like that. It leads to new innovations where teams experiment with e.g. TV and radio, social media, forum theatre, and where they take on the role as co-shapers rather than just executors.
- Creating small successes fast is the base for larger successes.
- Youngness of the programme in all aspects, including use of new media, strengthens the added value for young people

Oxfam Novib's World Citizens Panel in Somalia conducted a survey to assess how youth currently access information and engage in their community. This information will be used by Oxfam Novib's youth programmes in Somalia to cater to youth's specific needs, identifying the best ways to connect with them and encourage them to engage. The responses of 1,559 respondents aged 16 to 25 years were compared with those of 4,219 adults aged 26 and older on several variables. The key findings of the study are as follows:

- Youth in general are more likely than adults to access information on public issues daily or frequently through a variety of new media, but also through newspapers, whilst radio and telephone remain important sources of information on public issues for both youth and adults. Youth are less likely than adults to get information daily or frequently on public issues through CSOs or word of mouth, although these are still both fairly popular information channels.
- Youth were in general less likely to have participated in a collective action than adults, but were more likely to participate in sports or school organisations than adults.

Finally, the My Rights My Voice innovation fund also provided important learning in how including a flexible fund for innovations by youth involved in projects can raise active citizenship and their engagement on education. In the past three years, 11 projects have been approved, with a total value of USD 661,505. Projects experimented with innovative ways to create alternative spaces and channels for children and youth to express their experiences, needs and aspirations in relation to their rights to health and education. In Nepal and Vietnam, project teams carried out participatory video and photography projects respectively, to strengthen advocacy efforts among marginalised youth and support them to claim better health and education services. In Niger, young people experimented with edutainment initiatives, working with famous artists to create raps, songs, poems and plays which raise awareness on youth rights to education and SRH, while also communicating their demands to duty-bearers. In Tanzania, the funding provided an opportunity to broaden the programme's reach to out-of-school youth in urban areas. The Learning and Innovation Fund also supported a youth-focused Global Advocacy Workshop, two programme Annual Learning Events and the MRMV Mid-Term Review, which have allowed youth, partners and Oxfam staff to connect, build capacity and exchange ideas and experiences to strengthen programme quality and learning.

3.8.3 Conflict transformation

Lesson learnt 1: During participatory research and roadmap dialogues, conflict affected communities have shown excellent understanding of causes and consequences of conflict. If investing sufficient time in preparation, relationship-building and careful facilitation, representatives from different countries and identity-groups can overcome their differences and discuss in a constructive manner. Yet, when identifying solutions people have difficulties in focusing and prioritising. During the reporting period we confirmed a key underlying assumption of the programme: that it is possible to develop a regional peace plan based on the knowledge and understanding of ordinary people from conflict-affected communities. Nevertheless, putting ordinary people from mostly rural communities in the driving-seat of developing a regional roadmap to peace also has its challenges. During roadmap dialogues people often had difficulties maintaining focus on the conflict dynamics and we observed a tendency to formulate long wish lists of solutions that sometimes extended far beyond the scope of conflict transformation. Communities found it also easier to formulate what others (government, international actors) could do than to identify what they could do themselves. Finally, global aspects such as the role played by actors from outside the region were not identified.

Lesson learnt 2: Analysing the outcomes of the participatory research and mid-term evaluation, the programme had to revise one of its underlying assumptions: parallel interests and comprehension between right holders (women and youth) and duty bearers (principally government authorities) with regards to developing and implementing a regional roadmap to peace. Instead, more emphasis will be laid on increasing the willingness and capacity of communities themselves to engage with and hold accountable those who are supposed to guarantee their rights and security. The programme replaces the assumption that duty bearers who should guarantee security and rights have overlapping interests with right holders who should benefit from that guarantee, with a more pragmatic strategy that focuses on investing in community mobilisation and participation and establishing or reinforcing accountability mechanisms on the implementation of the regional roadmap to peace, as well as the putting into practice of the relevant items for women and youth of regional peace agreements to increase the inclusive security of young men and women.

Lesson learnt 3: Activities in the economic domain have the potential to contribute to dialogue and social cohesion if they are set up to do so. At the same time, economic activities that are not geared towards addressing key factors and actors of conflict are unlikely to have an effect on conflict. As noted in the mid-term evaluation on the quick impact and visibility projects, selecting potential spoilers (such as ex-combatants and youth) as beneficiaries, and integrating them in community based decision making mechanisms, increases their resilience against political and identity-based

manipulation and recruitment into armed groups.

Lesson learnt 4: In contexts with limited freedom of expression it is extremely delicate to work on a sensitive conflict theme transformation. One needs to find creative ways to touch upon it without endangering staff and beneficiaries. The programme is specifically challenged to implement its activities as planned in Rwanda. For example, partners selected to implement the participatory research (outcome I) in Rwanda found that for the sake of their own security they were unable to pose 75% of the interview questions designed to inform the regional comparative analysis on causes and consequences of conflict. These are questions that the programme could discuss without problems in Burundi and the DR Congo. The ways in which the programme deals with working on sensitive issues include:

- Work with proxy terms to discuss sensitive topics.
- Focus on the putting in practice of regional agreements and national policies of the government that are in line with the objectives of the programme. By presenting oneself as a partner ready to support the government to fulfil their own commitments, one is perceived as less confrontational and has more room for manoeuvre.
- More proactively engage with key people in relevant government bodies to discuss the programme and gauge where boundaries are.

Lesson learnt 5: Working in conflict transformation requires a strong focus on local to global advocacy. This requires sufficient resources, including fully dedicated staff as well as integration of advocacy in the programme from the start. Therefore, the programme decided to add in its budget one full-time advocacy advisor fully dedicated to the programme.

BAPL – Recommendations:

ON local peace building

- Inclusion of religious leaders should be more systematic.
- Peace education should be included in school curricula, the establishment of conflict resolution mechanisms is critical to creating local peace, but education for youth is key to establishing an ingrained culture of peace.
- One weakness in the project design was a lack of formalisation of linkages between the PCs and state mechanisms, such as local justice actors. Establishing MoUs or formal agreements with local state actors as an activity in the inception phase could have improved the impact and efficiency of the PCs and the overall effectiveness of the BAPL project.
- For local peace building projects to affect national-level policy and dialogue on issues regarding peace, dispute resolution and social inclusivity, the necessary links must be established from the outset. A system for translating learning and experience at the local level to national-level knowledge sharing must be identified or created to expect grassroots-level activities to have an impact at the national level.
- To maximise the impact of community peace-building initiatives, they must be coordinated with broader or national peace-building interventions
- BAPL was originally envisioned as a pilot project. Since it was beneficial and well accepted by the communities this project should be expanded to other areas, including insecure areas.
- Conduct specialised research on specific types of conflict such as land issues where local peace building efforts have been less successful.
- A forum for sharing lessons and experience among civil society groups at the target area.
- Need for follow-up mechanism for resolved conflicts to ascertain their status and find viable solutions if conflict is renewed or the disputing parties and/or community continue to experience any sort of tension or difficulties.

Trainings and workshops

- Civil law and human rights should be included in any peace building trainings and workshops.
- Need for a more thorough training needs assessment that accounts for the socio-cultural aspects of various target communities.
- Development of audiovisual training materials to complement the training manuals and incorporate illiterate participants.
- Literacy classes for women involved in conflict resolution mechanisms such as the PC, along with peace-building trainings and workshops, would generally make them more effective in their work and enable more meaningful participation.
- Before undertaking any peace campaign, there should be an assessment on the media habits of target communities.
- Based on the findings of the end-line survey the most common disputes were over land (43%), family problems (28%) and non-land property (10%). Trainings should address these disputes more specifically and in more depth. They should furthermore consider which types of disputes are most commonly resolved by community peace building bodies.

OPTI – conflict transformation annual report:

Oxfam Novib organised four workshops (Gaza, Jerusalem, the West Bank and Israel) to unpack the concept of conflict transformation. The consolidated analysis, in the form of a programme framework, was shared with the four partners of this consortium and validated. Key points:

1. Oxfam ensured that women's rights and gender justice partners attended the workshop. Lastly, an equal number of men and women from different levels of the organisations were invited.
2. There was third party facilitation to guide the process, both internally and externally. Talking about conflict could be an emotional issue and an objective mediator is important to create a safe, non-judgmental space to allow conversations to stay on track.
3. It should be noted that this analysis is the product of those involved in the process. It does not pretend to be comprehensive or even objective: it recognises that any conflict analysis may be different if different sets of people are involved.

3.8.4 Access to information

Learning at the conceptual level

Oxfam Novib invested significantly in developing its Access to Information strategy in 2013 and 2014 by carrying out a learning evaluation and writing its programme policy paper. Also, a multi-country programme on Access to Information and ICT was developed in the MENA region.

Based on this, Oxfam Novib defined Access to Information as follows:

*Access to information (A2I), in the context of governance and citizenship, refers to **accessing, generating, processing, and communicating information that contribute to the empowerment of marginalised groups, particularly women and youth, and transparency and accountability of duty bearers.***

Our understanding of A2I includes the right to know and the right to communicate. This is conceptually a broader understanding than that employed by many other organisations in this sector (e.g. AccessInfo and The Carter Centre), with definitions usually focusing more narrowly on a right to access public information in a timely manner and in an easily understandable format.

We concluded that the concept of A2I must first treat information as embedded within a given process or set of processes. Information becomes meaningful only when accessing it is critical to understanding and engaging in a particular dynamic of change. Becoming aware that specific

information can make a difference, knowing where and how it can be found, gaining access to it in timely and usable forms, and using it to achieve determined goals all are necessary components of 'access to information'.

This also means that A2I is a necessary though not sufficient condition for meaningful political participation and effective accountability. The causal chain from receiving and sharing information to taking action based on the information is complex. Many other factors and actors play an important role in mobilising citizens and marginalised groups to act upon information. Researchers²⁰ found at least eight questions that an individual must answer affirmatively before information turns into action (e.g. do I understand the information, is it new, do I care, do I think it is my responsibility to do something about it, etc.).

Learning from programming

In 2014, we also drew conclusions from our pilot programming experience in the MENA region which focussed on increased access to information and ICT to empower marginalised groups to demand more accountability. It proved challenging to develop practical country programmes on this topic that were directly relevant to Oxfam Novib and partners' primary target group, marginalised groups of people. All involved country programmes preferred to turn the programme into a social accountability programme around public budgets, including budget monitoring and tax justice.

In other countries (e.g. Zimbabwe, Burundi, Niger), programme development which was initially focused on A2I resulted in programmes focusing on transparency of the extractive industries or public budget processes.

To boost Oxfam Novib's capacity in making optimal use of ICTs in its governance-related programmes, an expert in ICT for development was hired in 2014. The focus was on technology for transparency and accountability (Tech4TA). Based on learning from previous ICT support programming, the fundamental principle of this work stream was that ICTs are a means not an end – they can support change but should not be central in programmes. We found that in order to design project strategies in which ICTs can be meaningful and relevant towards a specific envisioned change, it is crucial to make informed decisions on selecting technologies and media that truly feature in the contexts of the target groups. Working successfully with ICTs in transparency and accountability work requires asking: What change is wanted? What needs to be communicated in order to make that change happen? What is the most appropriate means of communicating that information?

A guideline and a checklist have been developed to support Oxfam colleagues and partners in selecting the appropriate ICTs. The guidelines provide a set of key principles with "Do's and Don'ts" for partners to use as orientation when setting up their ICT strategies. The checklist helps staff identify which ICTs would be suitable for their envisioned change, paying attention to external cultural, political and technology infrastructural contexts as much as internal capacities and costs.

Strategic implication of this learning

The fact that A2I must usually be part of a larger dynamic of governance and practical programme development experiences led us to the conclusion that A2I is not suited as a standalone theme, but rather as a mainstream theme. As Oxfam Novib prepared for its 2015 reorganisation, it was decided to have A2I as a core intervention strategy within the two governance-related thematic clusters. The former A2I priority theme has now been turned into a 'Tax, Budgets and Citizen Participation' theme. And within the thematic cluster on space for civil society, freedom of expression and the right to

²⁰Lieberman/Posner/Tsai (2013): Does Information Lead to More Active Citizenship? Evidence from an Education Information Intervention in Rural Kenya (http://cega.berkeley.edu/assets/cega_events/60/Dan_Posner-Information_and_More_Active_Citizenship.pdf)

communicate will play a crucial role. One of the eleven thematic clusters of the new organisational structure will be focused on this, within the Governance and Financial Flows Unit.

The Oxfam confederation's Knowledge Hub on Governance and Citizenship, hosted by Oxfam Novib, also focuses its efforts on tax, budgets and citizen participation, taking Oxfam Novib's lessons learnt from A2I to the wider Oxfam confederation.

3.8.5 Women's bodily integrity

Oxfam Novib, HIRDA

For 2014, we focused on the questions from our learning framework on women's bodily integrity. To address these questions, we conducted a learning review of project evaluations from the past four years asking: **what are successful approaches to capacity building on sexual and reproductive health and rights for educational stakeholders and care staff?**

The main points of the analysis were as follows:

- Design structured and holistic mentoring programmes and learning trajectories that include soft skills as well as technical skills;
- One-off trainings are insufficient to bring about sustainable change;
- Incorporate education and capacity building into institutions and structures;
- Do not rely solely on individuals to apply their knowledge without institutional support;
- Reach out to managers and school directors to incorporate long term sustainable capacity building projects in the institutions –in this way, trainings can be incorporated in the curricula and funds are ensured for long-term follow up.

Oxfam Novib has supported interventions to build the capacity of service providers to improve SRHR services from a gender and women's rights perspective. Health service providers and educational stakeholders were identified as important targets that could influence the promotion of sexual and reproductive health and rights among youth and vulnerable people. Key findings:

- A factor for success was the integration of holistic approaches to capacity building, including gender analysis, learning trajectories and leadership strengthening. A holistic approach not only allowed stakeholders to gain technical knowledge but also pushed them to challenge their own preconceptions and attitudes, as well as providing them with soft skills and institutional support to apply what they had learned more effectively.
- The Gender Mainstreaming and Leadership Trajectory (GMLT) proved to be an effective holistic approach to capacity building. GMLT is a learning trajectory that includes a systematic and guided self-reflection process on the state of gender dynamics with the ultimate goal of changing the often unacknowledged beliefs, behaviour and attitudes that prevent gender justice. Trained teachers reported that their attitudes on SRHR had changed and they had gained confidence in communicating SRHR issues to young people. The GMLT approach was also implemented in Pakistan with similarly successful results. Teachers and students felt more confident and able to approach SRHR issues following the learning trajectory.
- Evaluations also underlined that one-off training sessions were insufficient to promote sustainable changes in service providers' behaviour. In the same sense the assumption that individuals will be able to replicate the knowledge acquired from such trainings is questioned.
- Institutional support remains key. Health care staff and teachers were often enthusiastic participants in trainings on SRHR, in some cases participants explained their willingness to apply their knowledge on SRHR but said they had neither the time nor the mandate to do it.
- Likewise, health staff need the support of the health institution in which they work to implement their new knowledge. Institutions should be involved in the monitoring and follow-up of staff who have been trained in order to capitalise on staff enthusiasm and maximise benefits from such training sessions.

We conducted a learning review of project evaluations from the past four years on projects with components of sexual and reproductive health rights. The review considered how changes in individual knowledge and beliefs interact with changes in social norms and change at the level of society, with regards to sexual and reproductive health and rights. Key findings:

- Addressing SRHR doesn't automatically imply that a gender power analysis is made. Projects should make a conscious effort to look beyond the basic concepts of gender (differences between women and men) and analyse power relations that affect women's empowerment.
- Linking to household economic sustainability or traditional cultural practices in early marriage projects can contribute to effectiveness.
- Projects should seek to first understand whether strategies to promote change at the individual level or those that come from a community angle are more suited to the topic and context. In situations where social norms have a strong impact on the practices in question a community approach may be best suited. In many cases an intervention that works simultaneously in the individual and social quadrants of the theory of change will maximise impact.
- More research is needed into the complex issues and interactions in the field of individual practices and beliefs and social change. Future projects should include a thorough analysis of the strategies used to achieve these changes and improved measurement systems to help measure the effectiveness of such strategies.

The interaction between changes at the individual level and changes at the level of society is complex. Oxfam Novib's work on changing attitudes, practices and beliefs on sexual and reproductive health and rights issues supported programmes focused on raising awareness about negative cultural practices in communities on topics such as child marriage, HIV stigmatisation and SRHR taboos. Approaches included training sessions, community talks guided by local leaders, inclusion of community role models in campaigns or projects, and empowering victims to take active roles in their community. Key findings:

- Community leaders discussed with parents current practices and referred to past cultural practices of that community that were once the norm. The inclusion of community was key as they address issues that are entwined with the local culture. Community leaders have the authority to start a discussion and guide it towards reflection by the community and rejection of negative practices.
- Individual-level interventions have also proved effective in bringing about individual behaviour change and linking this to more structural changes in the community. Oxfam Novib's Gender Action Learning System (GALS) is a flexible and participatory methodology that works with both women and men to empower them with more control over their own lives. It has been used in several programmes, particularly those addressing links between domestic violence, early child marriage and economic empowerment.
- A full gender power analysis in SRHR programmes can facilitate more effective changes in individual practices. Such analysis allows project participants to better understand the dynamics of gender-related issues in SRHR and take effective action to move towards empowerment.

Oxfam Novib's World Citizens Panel impact measurement methodology began to be rolled out in several countries with WBI programming, offering both qualitative and quantitative methods to assessing impact. Quantitative surveys have collected data on WBI from project participants and non-participants, allowing for analysis of differences in opinions and behaviours between those who have been involved with Oxfam's programmes and a control group. The "stories of change" qualitative methodology allows individual beneficiaries to explain in detail in their own words what changes have occurred in their lives after participating in the programme. Both of these methodologies have proven

to be a significant step forward in ensuring cost-effective measurement of the impact of WBI programming.

3.9 Development of IMPACT alliance

While alliance partners worked on output and outcome targets for 2014, as reported in the paragraphs on the five aims, they were also preparing for the period after MFS2.

In 2014, SOMO continued its strategy process for the post-2015 period. Together with partners in the Fair, Green and Global (FGG) alliance and with Oxfam, SOMO worked on a new theory of change focusing on capacity building for lobby and advocacy, which served as input for the application for strategic partnership with the Ministry of Foreign Affairs in the post 2015-period. The application was successful, scoring highest on quality. The resulting contract of 15.6 million euros with the Ministry of Foreign Affairs ensures that full cooperation between SOMO and Oxfam Novib will continue after 2015, including on other lobby trajectories.

SOMO strengthened its internal participatory approach to making strategic and organisational decisions: the programme teams have become self-managing to a large extent; in staff meetings all employees are invited to participate in agenda-setting and decision-making; and during our two-day strategy session in June, all staff took part in outlining our strategy plans for the 2015-2020 period. SOMO is continuously working on strengthening its three public faces as (1) an expertise centre, (2) a network host and (3) a service provider. Staff adopted a new strategic plan on service provision in 2014 and established a special working group on cooperation with academia and universities.

SOMO is working hard to create new ideas for funding opportunities, for example by writing concept notes on important subjects for future funding opportunities, improving their service profile, cooperating with universities and developing online tools. SOMO has successfully developed a multi-client online corporate watch tool, where different actors can fund a particular SOMO research they are interested in. Funds have been raised with this tool already.

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.

Fairfood formalised and deepened its ties with partners including the Central American Institute for Social Studies (Instituto Centroamericano de Estudios Sociales, ICAES) in Costa Rica, the Fédération Nationale du Secteur Agricole (FNSA) in Morocco, and HIVOS, FNV and CNV in The Netherlands. In addition, Fairfood engaged with companies involved in the sugar industry, including retailers in the UK, Germany and The Netherlands, as well as local Moroccan companies. Field research in Thailand was finalised and Fairfood started working on producing a living wage scoping document.

Three reports and articles were written to communicate various issues related to the global food industry.

As part of World Food Day on 16 October 2014, Fairfood participated in the 'Eat This' event in Amsterdam, during which they held a masterclass on the pineapple sector and highlighted work on the topic of living wages in food supply chains.

In December, Fairfood finalised its strategic priorities for the coming years and continued working on the development of a new website, with the aim of communicating its work more effectively to its

supporters and stakeholders, as well as food-conscious consumers. Fairfood prepared the launch of its living wage campaign.

Butterfly Works worked in 2014 on the implementation of its new strategy of becoming a social enterprise supplying creative products and services for a better world. It will diversify its client base to become financially sustainable through the sale of its services and products. As well as this new proposition, Butterfly Works worked on a new website.

In term of diversifying the client base, Butterfly Works has worked on assignments from Stop Aids Now, ASK alliance, Dance 4 life, Kilimanjaro Film Instituut and Cordaid, and is working together on proposals with Rode Kruis, Hivos and Pax.

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, for example, the Great Idea project to deliver distance learning to high school students in Afghanistan, improving the quality of education through new technological means.

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.
3. Look for funding and other partnerships with other stakeholders, 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 reports

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ANNEX 2: Baseline MDG's and International Lobby and Advocacy

Annex 1 Financial reports

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

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2014 15
1	1	DPA	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources	14,935
1	2	DPA	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and productinnovation services and marketing training	3,311
1	3	DPA	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations	2,844
1	4	BSC	No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty	9,337
1	5	BSC	No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)	1,265
1	6	BSC	No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda	3,645
1	7	BSC	No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations a	1,359
1	8	BSC	No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda	1,945
1	9	BSC	<i>has been cancelled</i>	
1	10	LA	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of w	1,822
1	11	LA	No of policy changes regarding pro-poor markets and financial systems	834
1	12	LA	No. cases that reveal the contribution to functioning of pro-poor adaptation plans	186
1	13	LA	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	4,285
1	14	LA	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	3,615
1	15	LA	<i>has been cancelled</i>	
1	16	KIM	No. of cases (academic studies) on issues on struggle for land, water and food	776
1	17	KIM	No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes	907
1	18	KIM	<i>has been cancelled</i>	
			Total program 1	51,068
			Direct Poverty Alleviation	41%
			Building Civil Society	34%
			Lobby & Advocacy	21%
			Knowledge & Information Management	3%

Progr.	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2014 15
2	19	DPA	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	4,992
2	20	DPA	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	4,211
2	21	BSC	No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	1,093
2	22	BSC	No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes	1,822
2	23	LA	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of thi	1,404
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	1,412
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.	1,238
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)	481
2	27	KIM	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV	237
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	205
			Total program 2	17,095
			Direct Poverty Alleviation	54%
			Building Civil Society	17%
			Lobby & Advocacy	25%
			Knowledge & Information Management	4%

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2014 15
3	28	DPA	No. of women and men (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states	3,919
3	29	DPA	No. of women and men (women in particular) more able to protect themselves against disasters	2,663
3	30	BSC	No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)	2,586
3	31	BSC	No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods	879
3	32	BSC	No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people	2,037
3	33	BSC	No. of partner organisations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	4,718
3	34	LA	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	1,456
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	1,228
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	141
3	54	DPA	Number of people that received humanitarian aid in disaster areas according to international standards	32,800
			Total program 3	52,426
			Direct Poverty Alleviation	#N/A
			Building Civil Society	#N/A
			Lobby & Advocacy	#N/A
			Knowledge & Information Management	#N/A

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2014 15
4	37	DPA	No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media	6,622
4	38	DPA	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)	1,960
4	39	BSC	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)	557
4	40	BSC	No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women	7,787
4	41	BSC	No. of cases revealing that globally linked citizens and globally operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corr	2,085
4	42	LA	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxati	2,413
4	43	LA	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organisations. Due to this	2,865
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	3,203
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.	781
4	56	DPA	No. of women and men that are legally empowered through increased awareness about their rights	3,844
			Total program 4	32,117
			Direct Poverty Alleviation	39%
			Building Civil Society	32%
			Lobby & Advocacy	16%
			Knowledge & Information Management	12%

Progr.	Outc.	Inter- vention strategy	Outcome Indicator	spent (transfers) 2014 15
5	46	DPA	No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity	3,139
5	47	DPA	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)	4,265
5	48	BSC	No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	5,106
5	49	BSC	Number of partner organisations that has developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)	2,193
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	1,612
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	422
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	426
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)	780
			Total program 5	17,943
			Direct Poverty Alleviation	41%
			Building Civil Society	41%
			Lobby & Advocacy	11%
			Knowledge & Information Management	7%
			Total all programs	170,649
			Direct Poverty Alleviation	52%
			Building Civil Society	28%
			Lobby & Advocacy	14%

Table: Spent per country per program (transfers in k €)

	all funds						
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	Total
Afghanistan	2,006	1,069	1,630	606	1,015	529	6,855
Angola	650	53	0	0	635	351	1,690
Bangladesh	514	645	106	32	91	301	1,690
Burundi	750	0	1,010	0	339	0	2,099
Cambodia	1,098	96	565	0	1,161	657	3,577
Dem. Rep. Congo	1,132	175	1,520	749	574	564	4,714
Egypt	289	0	0	0	1,525	323	2,137
Guinea-bissau/Humanitarian response	0	0	0	154	0	0	154
Iraq/Humanitarian response	0	0	0	291	0	0	291
Laos	1,456	28	0	0	689	1,001	3,174
Liberia/Humanitarian response	0	0	0	1,267	0	0	1,267
Maghreb & Middle East	18	0	372	501	1,098	2,017	4,006
Mali	242	1,811	0	0	882	47	2,982
Morocco	0	0	0	0	649	84	733
Mozambique	1,311	1,842	1,183	421	5,162	1,845	11,765
Myanmar	1,357	143	883	485	1,506	440	4,815
Niger	1,073	200	3,924	1,323	880	76	7,476
Nigeria	1,565	603	227	2,389	817	552	6,151
Pakistan	1,267	3,171	2,374	122	8	74	7,016
Philippines/humanitarian response	0	0	0	3,379	0	0	3,379
Palestina occ t	0	713	1,599	733	659	1,371	5,076
Rwanda	245	0	547	0	560	22	1,373
Senegal	821	643	0	155	679	189	2,486
Somalia	2,106	340	867	3,602	288	220	7,424
South Sudan	2,979	0	577	0	594	648	4,798
Sudan	339	0	415	-16	0	744	1,483
Uganda	2,405	487	103	1,662	2,010	280	6,948
Vietnam	1,199	32	5	1	412	595	2,244
Yemen	0	61	0	0	738	586	1,385
Zimbabwe	1,048	115	886	0	291	543	2,883
Global strategy	18,350	3,519	1,000	11,341	5,319	2,342	41,872
Lobby&Advocacy/Popular Campaigning/Information&Marketing	6,847	1,350	1,988	1,446	3,535	1,543	16,708
Total	51,068	17,095	21,782	30,644	32,117	17,943	170,649

MFS							
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	Total
Afghanistan	331	813	381		473	528	2,526
Angola	506	56	0		510	370	1,442
Bangladesh	537	587	110		58	318	1,609
Burundi	652	0	69		285	0	1,007
Cambodia	864	0	286		1,239	491	2,880
Dem. Rep. Congo	1,077	30	311		429	623	2,470
Egypt	200	0	0		1,031	131	1,362
Guinea-bissau/Humanitarian response	0	0	0		0	0	0
Iraq/Humanitarian response	0	0	0		0	0	0
Laos	678	30	0		599	1,007	2,314
Liberia/Humanitarian response	0	0	0		0	0	0
Maghreb & Middle East	0	0	368		173	197	737
Mali	256	947	0		728	49	1,980
Morocco	0	0	0		562	21	584
Mozambique	1,000	107	835		173	641	2,757
Myanmar	1,170	-6	923		1,599	453	4,139
Niger	273	44	483		558	82	1,440
Nigeria	1,313	158	182		711	573	2,937
Pakistan	1,280	829	443		8	77	2,636
Philippines/humanitarian response	0	0	0		0	0	0
Palestina occ t	0	274	1,010		445	695	2,424
Rwanda	40	0	0		591	4	635
Senegal	624	37	0		756	204	1,621
Somalia	704	215	683		317	232	2,151
South Sudan	973	0	78		486	680	2,218
Sudan	179	0	415		0	621	1,216
Uganda	846	550	70		943	276	2,686
Vietnam	595	33	5		427	622	1,684
Yemen	0	65	0		522	415	1,002
Zimbabwe	497	0	968		318	210	1,993
Global strategy	14,700	101	928		3,799	1,737	21,264
Lobby&Advocacy/Popular Campaigning/Information&Marketing	4,016	385	938		2,768	798	8,905
Total	33,310	5,253	9,488	0	20,509	12,057	80,618

non-MFS							
	Prog 1	Prog 2	Prog 3 excl Emergency Assistance	Prog 3 Emergency Assistance	Prog 4	Prog 5	Total
Afghanistan	1,675	256	1,249	606	542	2	4,329
Angola	145	-3	0	0	125	-19	248
Bangladesh	-23	58	-4	32	34	-17	80
Burundi	97	0	941	0	54	0	1,092
Cambodia	234	96	279	0	-78	165	697
Dem. Rep. Congo	55	145	1,210	749	145	-59	2,244
Egypt	89	0	0	0	494	192	775
Guinea-bissau/Humanitarian response	0	0	0	154	0	0	154
Iraq/Humanitarian response	0	0	0	291	0	0	291
Laos	778	-2	0	0	89	-6	859
Liberia/Humanitarian response	0	0	0	1,267	0	0	1,267
Maghreb & Middle East	18	0	4	501	925	1,821	3,269
Mali	-14	865	0	0	154	-3	1,002
Morocco	0	0	0	0	87	63	149
Mozambique	311	1,734	348	421	4,990	1,204	9,008
Myanmar	187	149	-40	485	-93	-13	676
Niger	800	157	3,441	1,323	322	-7	6,036
Nigeria	252	445	45	2,389	106	-22	3,214
Pakistan	-13	2,342	1,931	122	0	-2	4,380
Philippines/humanitarian response	0	0	0	3,379	0	0	3,379
Palestina occ t	0	439	590	733	214	676	2,651
Rwanda	205	0	547	0	-31	18	738
Senegal	197	606	0	155	-77	-15	865
Somalia	1,402	125	184	3,602	-29	-12	5,273
South Sudan	2,006	0	498	0	107	-32	2,580
Sudan	160	0	0	-16	0	122	267
Uganda	1,560	-63	33	1,662	1,067	4	4,262
Vietnam	604	-1	0	1	-15	-27	561
Yemen	0	-3	0	0	217	170	384
Zimbabwe	552	115	-82	0	-27	333	890
Global strategy	3,651	3,418	72	11,341	1,520	605	20,608
Lobby&Advocacy/Popular Campaigning/Information&Marketing	2,831	965	1,049	1,446	767	744	7,803
Total	17,757	11,841	12,294	30,644	11,608	5,886	90,030

Table: Cash-flow MFS (in € x 1000)

Total MFS 1-1-2013 cfm fund overview annual account 2014-15	32,500
received subsidy MFS-2 2014-15	70,605
intrest	66
currency exchange	-122
Total received MFS	70,549
projects and programs (incl advocacy by partners and partner support)	71,742
advocacy Oxfam Novib / Popular campaigning	8,905
Information & Marketing	0
Costs fund raising	0
Management & Administration	1,071
Total spent MFS	81,719
total MFS 31-03-2015 cfm fund overview annual account 2014-15	21,330

Table: Reconciliation cash-flow MFS/spent per country MFS

Reconciliation cash-flow MFS / spent per country MFS	in € x 1000)
spent per country MFS	80,618
Management & Administration MFS	1,071
transferred to alliance-partners -/- spent by alliance partners	29
Total spent MFS	81,719

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

	MFS	non-MFS	Total
program 1	33,310	17,757	51,068
program 2	5,253	11,841	17,095
<i>program 3 excl 3.1a</i>	<i>9,488</i>	<i>12,294</i>	<i>21,782</i>
<i>program 3.1a</i>	<i>0</i>	<i>30,644</i>	<i>30,644</i>
program 3	9,488	42,938	52,426
program 4	20,509	11,608	32,117
program 5	12,057	5,886	17,943
Total	80,618	90,030	170,649

Table: Explanation division of expense cfm model RJ650 (transfers in k€)

	spent on objective structural poverty reduction (cash basis)	program 1	program 2	program 3 excl Emergency Assistance	program 3 Emergency Assistance	program 4	program 5
Subsidies and contributions	98,001	29,327	9,817	11,271	18,836	18,444	10,304
Payments	2,074	621	208	239	399	390	218
Outsourced work	995	298	100	114	191	187	105
Publicity, communication, other action costs	6,301	1,886	631	725	1,211	1,186	663
Personnel costs	30,405	9,099	3,046	3,497	5,844	5,723	3,197
Accommodation costs	621	186	62	71	119	117	65
Office and general costs	24,134	7,222	2,418	2,776	4,639	4,542	2,538
Provision reorganisation	6,348	1,900	636	730	1,220	1,195	667
Write-offs	1,798	538	180	207	346	338	189
Total	170,678	51,077	17,098	19,630	32,805	32,123	17,946

Table: Reconciliation Spent on objective structural reduction with P/L-statement (k€)

Reconciliation Spent on objective structural reduction with P/L-statement	k€
Spent on Objective Structural Poverty Reduction cfm P/L-statement	168,292
more transfers than approvals (cfm fund overview annual account 2014_15)	2,386
Spent on Objective Structural Poverty Reduction transfer-basis	170,678

Note 2: The difference between Spent on the objective on cash basis (k€ 170,678) and the total of spent in the table spent by outcome indicator and the table spent per country per programme (k€ 170,649) regards the difference between the amount transferred to the alliance-partners and the amounts spent by the alliance-partners (transfer basis).

Table: Attribution Costs Management & Administration

Cost Management & Administration	in € x 1000
Attribution Management & Administration to program 1	699
Attribution Management & Administration to program 2	234
Attribution Management & Administration to program 3	718
Attribution Management & Administration to program 4	440
Attribution Management & Administration to program 5	246
Attribution Management & Administration other	116
Total Management & Administration	2,452

Annex 2 Baseline MDG's and International Lobby and Advocacy

Baseline results MDG's per programme

Programme 1

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	1	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources.	322,968 people
DAB	2	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	255, 923 people
DAB	3	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organizations.	50,816 people
MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.7; based on 39 partners assessed
MO	5	No. of partner organizations providing financial services that are better able to reach the poorest groups with their financial services (especially women).	Average score: 3.2; based on 11 partners assessed
MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 4 partners assessed
MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score: 2.0; based on 1 partner assessed
MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	No partner assessed yet
BB	10	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	11	No of policy changes regarding pro-poor markets and financial systems	
BB	12	No. cases that reveal the contribution to functioning of pro-poor adaptation plans.	
BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	
BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
KIM	16	No. of cases (academic studies) on issues on struggle for land, water and food	0 cases
KIM	17	No. of cases by nationally and globally operating partner organizations documenting examples of alternative economic models, together with knowledge institutes	0 cases

Programme 2

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	19	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	197,183 people
DAB	20	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	53,558 people
MO	21	No. of partner organizations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	Average score: 2.5; based on 15 partners assessed
MO	22	No. of partner organizations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programs.	Average score: 2.8; based on 8 partners assessed
BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level .	
BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
KIM	26	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education especially for girls.	0 cases
KIM	27	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV.	0 cases

Programme 3

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	28	No. of women and men (women in particular) in fragile states more able to protect themselves against violent conflict and to limit damaging effects.	75,694 people
DAB	29	No. of women and men (women in particular) more able to protect themselves against disasters.	52,289 people
DAB	54	Number of people that received humanitarian aid in disaster areas according to international standards.	308,700 people
MO	30	No. of partner organizations working in fragile states that is better able to program conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325).	Average score: 2.7; based on 10 partners assessed
MO	31	No. of partner organizations in risk areas that have included community based disaster risk reduction in their work methods.	Average score: 2.0; based on 8 partners assessed
MO	32	No. of local organizations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people.	Average score: 3.2; based on 12 partners assessed
MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid.	Average score: 3.0; based on 4 partners assessed
BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325).	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
KIM	35	No. of cases revealing that the capacities of partners organizations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes.	0 cases
KIM	36	No. of cases revealing that the capacities of partner organizations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes.	0 cases

Programme 4

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	37	No. of women and men (women in particular) in marginalized groups having access to information and decision-making by using ICT and new media.	59,231 people
DAB	38	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid).	93,952 people
DAB	56	No. of women and men that are legally empowered through increased awareness about their rights.	20,673 people
MO	39	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion).	MO indicator specifically formulated: 0 cases
MO	40	No. of partner organizations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	Average score: 2.5; based on 37 partners assessed
MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	MO indicator specifically formulated: 0 cases
BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights.	
KIM	44	No. of cases revealing that methodologies developed and exchanged by partner organizations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists).	0 cases
KIM	45	No. of cases that show how partner organizations use new tools to measure and improve the legitimacy and risk management of organizations, with a special focus on (women) organizations in countries with repression and conflict.	0 cases

Programme 5

Inter-vention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	46	No. of men and women with positive changes in their behavior regarding women's right to bodily integrity.	50,458 people
DAB	47	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government).	40,050 people
MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights.	Average score: 2.6; based on 26 partners assessed
MO	49	Number of partner organizations that has developed sufficient capacity for implementing gender sensitive programs (that score a green light on the Gender Traffic Light assessment).	Based on 59 partners assessed, 59.3% (35 partners) scored green on the Gender Traffic Light assessment tool
BB	50	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
KIM	52	No. of cases that show that partner organizations have more capacity with regard to programs, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global levels (thanks to exchange of practices).	0 cases
KIM	53	No. of cases that show that partner organizations have more capacity with regard to gender mainstreaming during the design and implementation of programs, lobby and advocacy initiatives (thanks to exchange of practices).	0 cases

Baseline results International Lobby and Advocacy

Result area for international lobby en advocacy	Number of IMPACT alliance's program	Intervention strategy	Number of the IMPACT alliance's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	1	MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.9; based on 8 partners assessed
Agenda setting	1	MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 3 partners assessed
Agenda setting	1	MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score 2.4; based on 14 partners assessed
Agenda setting	1	MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	Average score 3.0; based on 5 partners assessed
Effective participation in policy formulation	1	BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Effective participation in policy formulation	1	BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
Effective participation in policy formulation	2	BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level	
Effective participation in policy formulation	2	BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	
Effective participation in policy formulation	2	BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
Effective participation in policy formulation	2	BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
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 program	Intervention 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

