



TOWARDS A WORLDWIDE INFLUENCING NETWORK

ANNUAL REPORT

**STRATEGIC PARTNERSHIP DIALOGUE AND DISSENT
APRIL 2017- MARCH 2018**



OXFAM Novib





**I WANT TO MAKE MY PEOPLE STRONG AND
NOT HAVE TO DEPEND ON ANYONE ELSE**

— Fatima



The woman on the cover page is Fatima, a women's leader advocating for inclusive water governance in Pakistan. Fatima played an important role in the removal of an illegal water blockage which was set up by a powerful landlord. Following the training Fatima received from Oxfam's partner, she was confident and determined to safeguard her community's right to water and organized a meeting with the village to address the issue. Working together, they managed to remove the blocked drain.

Water quality and scarcity is increasingly putting pressure on relations in communities in Pakistan and the region. In Pakistan's Badin District, for the first time ever women are set to be part of decision-making about water resource allocation. This will not only empower women leadership, but could also contribute to future conflict prevention, as showcased by the case of Fatima and by previous successful cases of women directly resolving water distribution conflicts on community level and advocating for access to safe drinking water.

After elaborating the project strategy with Oxfam, the partners of the Strategic Partnership 'Towards a Worldwide Influencing Network' in Pakistan have combined community mobilization strategies with lobby tactics, supported by research and rooted in the experience of daily lives by women. This was used to influence the provincial government and parliament to legally require water authorities to elect at least 10% women to their boards.



The full story can be viewed in [this video](#).

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Photo credit: Oxfam OPTI

Signing petition for the [Money4Medicine campaign](#) in 2017 which started in Jerusalem. Before the start of the campaign, 1 in 3 essential medicines were not available, including medications for heart disease, cancer and diabetes.

INTRODUCTION

This report describes the progress made during the second year of implementation (April 2017–March 2018) of the Strategic Partnership (SP) of Oxfam Novib, SOMO and the Dutch Ministry of Foreign Affairs. The partnership ‘Towards a Worldwide Influencing Network’ strengthens the ability of civil society to influence policies in order to (1) ensure people’s right to food, (2) encourage good governance and financial flows in the interest of people living in poverty and (3) protect and develop livelihoods in countries affected by conflict and fragility. For each of these three themes we work with a Theory of Change (ToC), describing the pathways of change.

We present an overview of the successes, challenges, lessons learned and opportunities that we face, and shortly look forward to the future. A key characteristic of our worldwide influencing work is to strengthen the influencing capacity in the South. In this report we focus on how joining forces in a network and building the capacities of many civil society actors at all levels (NGOs, movements, platform, labor unions, farmer organizations, women’s groups, networks, coalitions, activists) can contribute to a stronger voice of civil society in the three thematic areas.

This report is submitted together with a financial report, and by the program data published daily on the [Ministry of Foreign Affairs’ dashboard](#) as well as in Oxfam’s project browser, [ATLAS](#) - in accordance with Oxfam’s commitment to the International Aid Transparency Initiative (IATI).

For each of the three ToCs we showcase examples of changing laws, policies and norms/attitudes towards more sustainable and inclusive development for government, global institutions and private sector actors (Dialogue & Dissent indicator 2 - DD2). We pay special attention to situations where our work has contributed to increased political will and created more space for civil society’s demands (DD3). Furthermore, we highlight the advocacy initiatives of civil society organizations through stronger alliances (DD4) as a result of increased influencing capacities (DD5) of our partners involved in the SP programs (DD6). The report shows what progress we achieved in mobilizing citizens to increase their voice; and how this contributed to demanding more civic space and building public pressure, which supports the influencing work of CSOs and their alliances. That is the reason why public campaigning plays an important role in our ToCs, although this is not captured by the Dialogue & Dissent indicators.

STRENGTHENING SOUTHERN INFLUENCING CAPACITY IN A WORLDWIDE INFLUENCING NETWORK

Working within a network allows Oxfam, SOMO and our partners to connect, leverage advocacy agendas, and strengthen capacities at different levels, in order to collectively achieve transformational change. This creates exchange and opportunities for learning that strengthen the influencing capacities of our partners worldwide. A worldwide influencing network supports civil society to influence policies that respond to the biggest challenges and complexities of the world today: climate change and its impact on the lives of poor people, growing economic and social inequality, increased political instability, and the rise of authoritarian regimes and populism around the world.

Activities in our way of working:

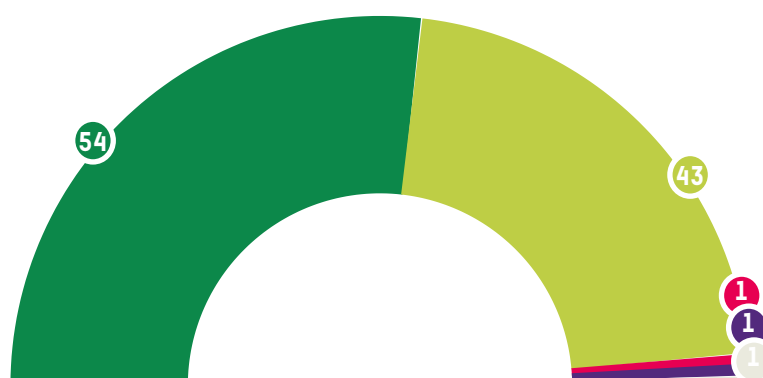
- Context-specific and tailored training, skills and knowledge transfer to analyze and determine influencing strategies, ranging from interactive training sessions to coaching.
- Convening and strengthening alliances for joint action.
- Linking citizens' voice, through community-based organizations, to national and global influencing activities. And, wherever opportune, to link local public campaigns to Oxfam's global campaigns.
- Pooling of resources and facilitating exchange of knowledge and expertise through South-South exchanges; [this short documentary shows](#) an example.
- Building and connecting evidence from across the globe.

Our approach to strengthening capacity is to co-create and co-implement influencing strategies, in which context analyses, power analyses, and stakeholder mapping determine the different roles in influencing and campaign strategies. Influencing and capacity building of civil society are highly intertwined. In the first year we focused a considerable part of strengthening the influencing capacities on conducting sound research and co-creating influencing strategies. In this second year, we shifted our focus towards co-implementation and hands-on support in launching (digital) campaigns and intensifying lobby trajectories. In addition, we promoted working in alliances to build (public) pressure and create space and platforms for people to raise their voice. We are happy to see that this focus bears fruit: the progress in the ToCs on achieving political will and creating space for civil society's demands and (future) policy changes is significant.

We have identified 12 key¹ competencies as a proxy for the 'influencing ability' of our direct partners in the SP: did our tailored support improve these abilities? We measured this in a baseline study and we repeated the survey in the first quarter of 2018. From the 80 partners² we approached, 75 (94%) responded and all of them confirmed to have benefitted from our capacity strengthening activities.

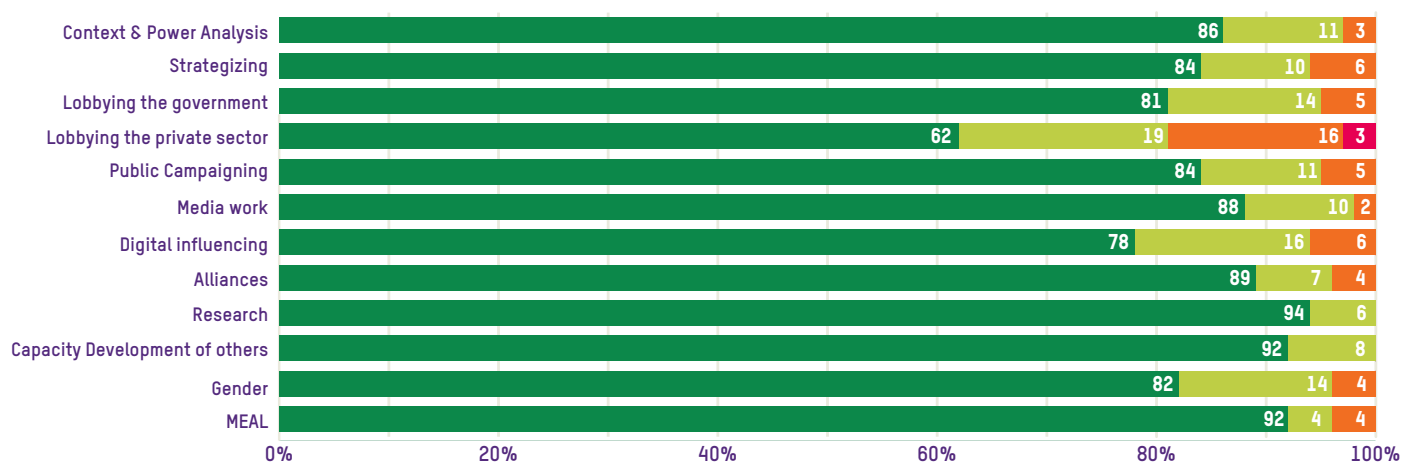
The graph below shows that almost all organizations indicate to have applied the newly gained skills, knowledge and experience. Moreover, the measurement confirms the multiplying effect of our approach: the partners that had strengthened their capacities were also able to apply these in strengthening alliances and contributing to the capacity development of others. Moreover, 90% of the partners agreed that the gained influencing capacity supported their wider influencing efforts.

APPLICATION OF GAINED INFLUENCING CAPACITIES



¹ Context and Power Analysis; Influencing Strategizing; Lobbying Government; Lobbying Private Sector; Public Campaigning; Communication Media and Digital Media; Alliance Building; Evidence Based Influencing; Capacity Development for Influencing; Gender, Monitoring, Evaluation, Accountability and Learning (MEAL).

² Due to changes in the partner portfolio not all partners were able to participate at the baseline as well as at the first measurement.



LEVEL OF APPLICATION OF 12 KEY INFLUENCING COMPETENCIES

- applied and contributed to results
- applied and no results yet
- not applied but expect to do
- not applied and do not expect to do

For each ToC, the results show some noteworthy nuances: for Right to Food (R2F) the private sector research capacity and lobby strategies of its partners received particular attention; for Greater Responsibility in Finance for Development (F4D) capacity building was provided on all influencing topics (12) to a broad range of partners, and for Conflict and Fragility 75% of the partners were able to share the obtained skills and knowledge with their partners or community-based organizations.

To measure our impact, we collected so-called stories of change. Analyzing the personal stories of staff involved, we note that partners applied and used their newly gained skills and knowledge when communicating with governmental bodies, and experienced increased influence in their relations with local authorities and ministries. A good example comes from the Occupied Palestinian Territory (OPT), where our partners learned how to transform official data into usable data for a wide audience. In addition, they were trained in e.g. digital campaigning and in mapping power relations to develop their influencing strategy, including working in an alliance. As a result, their Money4Medicine campaign successfully contributed to the Palestinian National Authority allocating an additional 19 million USD to the medicine budget. See the [Money4Medicine campaign video here](#).

STRENGTHENING CAPACITY IN THE CONTEXT OF SHRINKING CIVIC SPACE

The constraints stemming from shrinking civic space in a number of countries have become more clear and impactful in this second year of implementation, when partners operationalized their influencing strategies. They were confronted with challenges in relation to legal registrations, increased surveillance and personal threats; this also impacted the influencing results of our programs. Examples are the imprisonment of our partner activists in Niger, in 2018, and Cambodian partner organizations which were threatened with cancellation of their registration.

In response, we stood by our partners with legal and financial support, and advocated on their behalf at various levels in different parts of the world. Furthermore, we provided additional support to strengthen prevention, mitigation and protection for our partners, such as the exchange of coping mechanisms between ten partners from different countries, that also received protection and (digital) security trainings. We strategized with our partners to develop common strategies to reduce repercussions towards individual organizations (see for example the R2F program in Vietnam and Cambodia). Within the worldwide influencing network we launched a 'civic space country menu workbook' including recommendations and guidelines which we also used to support partners to remain influential in shrinking spaces. Read here [Oxfam's paper on 'space to be heard'](#).

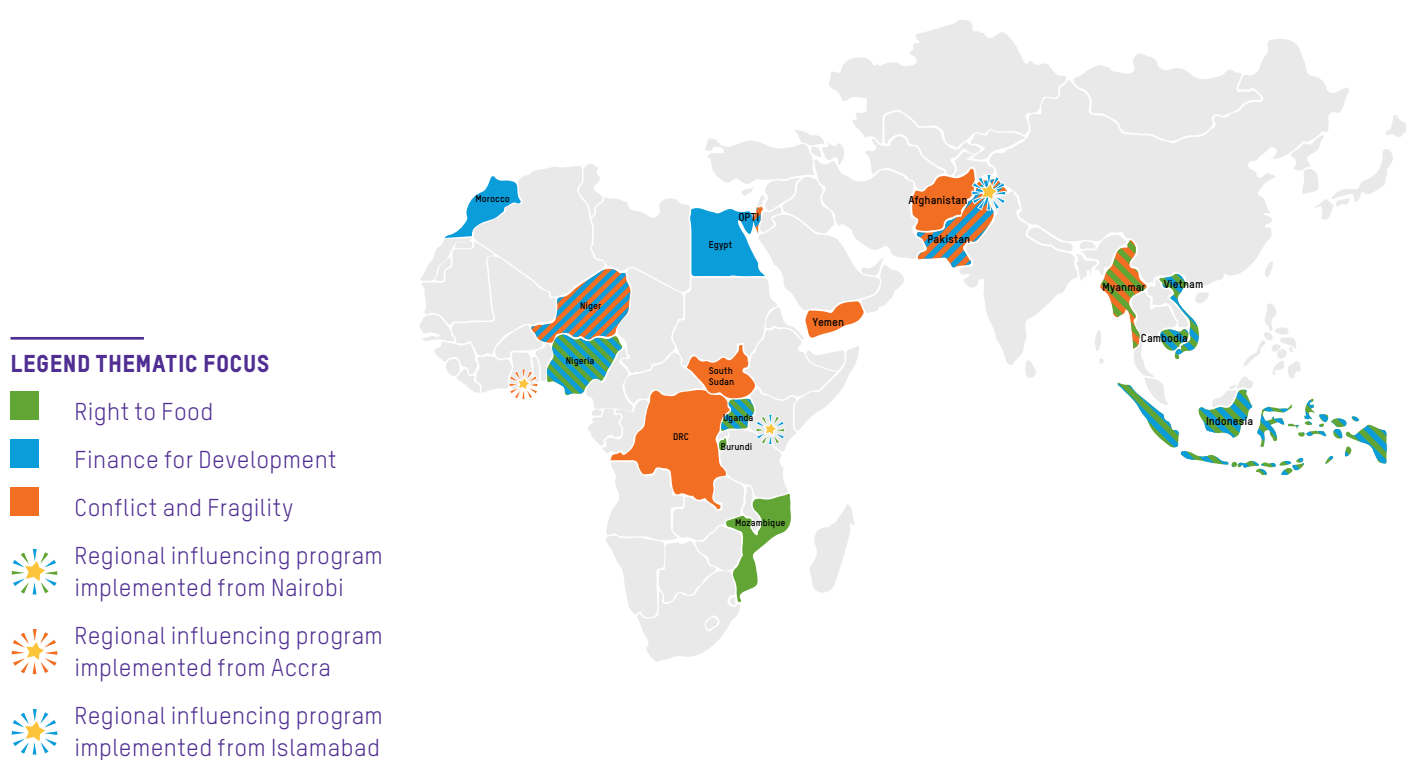
Especially in the context of shrinking civic space we stand stronger together. Civil society in Uganda stood firm and in solidarity against government repression, backed by Northern organizations and the Dutch embassy. We used secured digital platforms to enable capacity development and linking and learning between partners. To build up public pressure, Oxfam and partners currently link their advocacy work on [fiscal justice to a recent tax on social media](#) – or, in other words, to governmental attempts to further limit the freedom of expression and assembly. The new tax makes the use of social media unaffordable for many people, and for the most marginalized groups in particular. In the coming year we will conduct action research to find more innovative ways to protect and expand civic space.

LESSONS LEARNED

We got confirmation that in the network way of working the diversity and variety of actors is a key asset to influencing and creating leverage by linking various levels, ranging from community-based organizations to international coalitions. This asset also has a reverse side. The wide reach in the network and diversity of interventions, even within the three thematic ToCs, do not always offer the opportunity for more in-depth research and knowledge sharing. Therefore we will focus our learning agenda more on potential areas of convergence, as part of the planning process for 2019-2020. We also note that the flipside of our approach is the transaction cost and time of operating in a network model which is based on trust and equal relationships – these can be under pressure due to funding relations and differences in size and power. For 2019-2020 we will therefore intensify our partner relations and reduce the frequency of their internal reporting. Moreover, we will emphasize the unique space in the Strategic Partnership to be adaptive, to remain flexible and respond promptly to opportunities for influencing; a space that our partners are not always familiar with yet.

We have further defined the mutual added value of Oxfam Novib and SOMO, by linking SOMO's case research on multinational commodity traders to Oxfam's influencing strategy around multinational corporate activities in the fragile context of Nigeria and in the Netherlands; in the coming year we plan to report on the first results. In Southeast Asia Oxfam's and SOMO's partner networks exchanged knowledge and experiences around fiscal justice, such as research on tax treaties and influencing strategies. This clearly showed the complementarity of SOMO's ability for capacity building on research abilities and Oxfam's influencing ability to strengthening the international tax network. As a result, the national partners can develop a network and capacities to target their work to higher-level policymakers.

We noted progress in shifting from a traditional donor-recipient relationship to one in which the Ministry of Foreign Affairs, Oxfam, SOMO and local partners jointly undertake influencing activities. In Burundi, for example, the consultations between the Dutch Embassy, Oxfam and partners was very constructive; this demonstrates the opportunities for a complementary role of diplomacy in the context of very limited civic space. We also learned that it is imperative for smooth working relationships that all partners are open about their mutual expectations and limitations. Furthermore, since we experienced that some Embassies have insufficient capacity to pursue the Strategic Partnership with civic society, we encourage to invest in additional capacity wherever possible, such as for example in Kenya. We will use Oxfam's and SOMO's planning process for 2019-2020 and the multi-annual country strategy development process by the Embassies as a concrete anchor point to continue the dialogue and intensify the partnerships at the country level in the years to come.



OUR RIGHT TO FOOD RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Results Year 1:	99
Result Year 2:	146
Target end 2018:	262



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)

Result Year 1:	44
Result Year 2:	42
Target end 2018:	69



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 1:	29
Result Year 2:	79
Target end 2018:	90



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 1:	107
Result Year 2:	85
Target end 2018:	185



CSOs INCLUDED IN SP (DD6)

Result Year 1:	142
Result Year 2:	448
Target end 2018:	524



CITIZENS RAISED THEIR VOICES

Result Year 1:	183,990
Result Year 2:	1,701,280
Target end 2018:	439,389



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 1:	6,841
Result Year 2:	10,541
Target end 2018:	23,400

This chart represents the indicators, targets and results of the Dialogue and Dissent framework. The results from the first year cover the period January 2016-March 2017. The results from the second year cover the period April 2017-March 2018. The targets are set for the first implementing years until December 2018. The indicators represented here concern the translation of the

SOMO and Oxfam Novib indicator framework to the Dialogue & Dissent framework. The indicators DD4, DD5 and DD6 often relate to the same organizations, so they cannot be aggregated over the years. The data for the other indicators can be aggregated over the years, but we have to be mindful that influencing processes require time and thus often cover several reporting periods.



Photo credit: Kemal Jufri /Oxfam Novib

Wahida is feeding her shrimp and is a member of P3UW (Association of Tiger Shrimp Plasma Farmers).

RIGHT TO FOOD

There were no major context changes demanding drastic shifts in the rationale of the Right to Food (R2F) Theory of Change; however, we did adapt tactics in countries where shrinking civic space and elections posed increasing threats to partners and a severe obstacle to their influencing work. In Cambodia and Vietnam for instance, partners decided not to have a public campaign and broaden national alliances to lower the impact of shrinking civic space. In the land rights work in Cambodia, we supported our partners to take up a new role, by expanding their skills and operations. They decided to work more closely with the government (insider lobby approach) on the one hand, and focus on Environmental Impact Assessments (EIAs), which was of interest to the government, on the other hand. As a result, the government invited civil society to structurally become part of EIAs.

Alliance-building has become more central in the R2F program in countries such as Mozambique, Uganda, Myanmar, Vietnam, and Indonesia. Here, land right issues are related to large-scale land demand for private investments, and often linked to political capture by local elites. Working in alliances allows partners to boost their influencing work towards companies on land disputes, but also towards governments, who should regulate the framework in which these companies operate. In Mozambique for instance, we strengthened the capacities of our partner National Association of Rural Extension (AENA) to build alliances with the government and private sector actors, while also supporting them to develop community groups' capacity to raise their voice. In a land rights dispute, AENA mobilized communities to successfully claim their rights. They jointly engaged with the provincial government in regulating land tenure and implementing the Mozambican land law. After engaging with a private company, it returned 100 hectares to the community, which now has its land rights formally registered. In AENA's view, Oxfam's training on Free Prior and Informed Consent (FPIC) and land law equipped them to influence both the provincial government and the private sector on these critical issues, and train and support local communities. AENA also trains district and provincial government staff, and journalists on the land law's implementation.

The capacity to work in influencing networks also gained strength in both the North and the South as in the second SP year we worked tirelessly to contribute to the launch of '[Behind the Barcode](#)' in June 2018 which is an evidence-based influencing campaign questioning value-chain practices at the source all the way to internationally operating supermarkets including Dutch supermarkets. Behind the Barcode is co-

financed by other donors such as Sida. This campaign strengthened the capacities to effectively work in (worldwide) influencing networks of all involved. Never before has a global Oxfam GROW campaign been so interconnected with community-based, national, regional and international influencing agendas. Oxfam and the Sustainable Seafood Alliance [looked in detail at working conditions](#) at some of the biggest shrimp processors and exporters in Thailand and Indonesia, respectively, which supply some of the biggest supermarkets in the U.S. and Europe. The alliance interviewed workers, among others, who described unsafe conditions, poverty wages, strictly controlled bathroom and water breaks, and verbal abuse. In this way we managed to launch a strong campaign in June 2018, built with partners in countries such as Indonesia (see case study below) and involving audiences around the world to put pressure on decision-makers.

Next to the overarching global campaign work, we provided ongoing technical support on public and digital campaigning and organized several exchange meetings, among others, to support a wide variety of partners. In addition we developed and offered tools and methods, such as a modified land grabbing app, [Gender Action Learning Systems](#), a handbook for climate change adaptation and a private sector influencing resource pack.

In R2F Oxfam Novib and SOMO have achieved substantial progress towards the projected results, in particular when it comes to supporting civil society organizations (CSOs) to create political will and space. This is a crucial step towards realizing policy changes, as formulated in our Theory of Change, in the coming years. Experiences suggest that raising awareness and empowering communities to raise their voices lead to the commitment of duty bearers. An analysis of the outcomes so far confirms this progress, which can largely be traced back to strengthened CSOs working in alliances and effectively asserting public pressure. Most of the 1.7 million citizens who spoke out on issues of land rights were supported and strengthened by the 553 organizations belonging to the global Land Rights Now alliance, which is coordinated by Oxfam Novib. Especially in Myanmar, Cambodia, Indonesia, Uganda, Burundi, grassroots organizations dared to speak up to authorities and companies following training, knowledge sharing and community engagement, provided through R2F.



I THINK I HAVE A NEW PERSPECTIVE TO DEAL WITH THE PRIVATE SECTOR. I FEEL NOT LIKE BEFORE. I KNOW THAT IF I WANT TO INVITE THE PRIVATE SECTOR, I CAN USE THE GOVERNMENT INSTEAD OF DIRECTLY FROM NGO. WE CAN SIT TOGETHER TO TALK ABOUT WHAT WE WANT TO DISCUSS."

—Female project officer, KRKP, Indonesia

We learned from a few interesting cases that the media can be crucial actors in change too, instead of mere channels to disseminate our messages. Also, seeking legal recourse as an influencing strategy proved to be more effective in national and sub-national influencing work in the Global South than initially envisioned. While incorporating these lessons in our 2019 and 2020 plans, we will continue to look for similar results resulting from alternative strategies as part of our monitoring work.

LEGAL RECOGNITION FOR FARMING COOPERATIVES IN BURUNDI

A concrete example of policy change that was realized following capacity strengthening of farmer co-operatives comes from Burundi. Building on foundations laid under the co-financing program of the Dutch government and work by several donors, Oxfam and partners discussed how to change the limited access of small-scale farmers to subsidized fertilizer. We developed the capacities of the three most representative farmers' organizations to plan and coordinate lobby efforts pushing for legal reform. They benefitted from Oxfam's long-term intensive technical support in planning, designing constructive proposals, and coordinating efforts, as well as from training on influencing strategies and accompaniment. In June 2017,

the farmers achieved a considerable success, especially given the difficult situation in Burundi: the president signed a law giving cooperatives legal status and exempting them from taxes and duties. The law was also translated in Kirundi and, with technical support in writing the proposals, the cooperatives were able to submit their applications for becoming official distributors of fertilizers. Cooperatives amassed their members' demands for fertilizers; and 57 of these supported cooperatives (of the around 100 cooperatives in total) were selected for fertilizer distribution in two of the partners' intervention provinces. Elsewhere, farmers' organizations are now monitoring the distribution process through ad-hoc anti-fraud committees.

Photo credit: Jeppe
Schilder / Oxfam Novib
Mutambo community
(Burundi)



CONNECTING CONSUMERS AND PRODUCERS WORLDWIDE TO TACKLE INJUSTICES

Consumers have the power to influence those they buy from, and food producers can raise their voices: using different influencing strategies, 'Behind the Barcode' connects consumers and producers around the world to jointly challenge the root causes of injustices across value chains. Oxfam Novib's partner KIARA in Lampung, Indonesia, for example, helped shrimp farmers to organize themselves in the Association of Tiger Prawn Plasma Farmers and stand up to an Asian multinational company. KIARA trained the farmers in business skills and sustainable farming, and taught them how to stand up for their rights. Now the shrimp farmers are more independent, with lower costs and higher incomes. Yet the story does not end here: the case was used for both national and international advocacy. In 2017 and 2018, domestic seafood workers, lawyers and consumers' organizations joined KIARA by conducting research on more cases. Following the outcomes, they decided to run a nationwide campaign to promote the rights of Indonesian seafood farmers and workers. Oxfam

Novib provided specialist support by convening organizations and strengthening their alliance. We stimulated the use of a value chain approach, and enabled the alliance around KIARA to build strategies for engaging with private sector actors and the public (using social media). Furthermore, we empowered alliance members from the Sustainable Seafood Alliance in their dialogues with companies.

The case of the Lampung shrimp farmers was used as evidence of irresponsible company practices and submitted to companies in Indonesia, the US, Asia and Europe, including the multinational involved in the Lampung case. As a result, this corporation invited the involved civil society organizations to discuss how it can improve its practices, and the Indonesian Minister of Labor also met with the organizations and offered them his support to influence relevant Indonesian suppliers. More information about this case is provided in the [Oxfam Novib Annual Report 2017/2018](#).

OUR FINANCE FOR DEVELOPMENT RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Result Year 1:	40
Result Year 2:	86
Target end 2018:	152



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)

Result Year 1:	32
Result Year 2:	31
Target end 2018:	223



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 1:	25
Result Year 2:	48
Target end 2018:	80



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 1:	693
Result Year 2:	652
Target end 2018:	1,019



CSOs INCLUDED IN SP (DD6)

Result Year 1:	1,237
Result Year 2:	1,276
Target end 2018:	1,919



CITIZENS RAISED THEIR VOICES

Result Year 1:	416,415
Result Year 2:	156,354
Target end 2018:	455,000



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 1:	22,650
Result Year 2:	238,000
Target end 2018:	337,300

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Photo credit: Eleanor Farmer / Oxfam

Inequality in Hanoi City, Vietnam

GREATER RESPONSIBILITY IN FINANCE FOR DEVELOPMENT

In 2017, the richest 1 percent bagged 82 percent of the wealth created last year, while nothing went to the poorest half of humanity. During the World Economic Forum in February 2018, [a global alliance of over 100 groups](#) – founded by Oxfam, among others – campaigned all over the world to draw attention to this ever-increasing inequality. Oxfam's report '[Reward Work, not Wealth](#)' demonstrated that dangerous, poorly paid work for the many is supporting extreme wealth for the few – and women are often in the worst working conditions. Our guidance helped partners to translate this topic to their own country context and develop appealing campaign and influencing work, to engage both citizens and policymakers in the fight against inequality.

On the eve of the EU coming up with its (secretly drafted) blacklist for tax havens in December 2017, Oxfam published its report '[Blacklist or Whitewash](#)'. Our analysis showed that at least 39 countries, including the Netherlands and 3 other EU countries, should be blacklisted. Following mounting public pressure and the call for transparency, the European Council obtained commitments of corporate tax havens to amend harmful features of their tax system by 2019 in order to avoid being blacklisted. Both the report and the subsequent discussions informed the influencing strategies of partners in e.g. Vietnam – and vice versa (see case study below).

Two main areas are at the heart of our fight against inequality: 1. Understanding and analyzing the tax systems (how governments make decisions on how tax revenue is raised), and 2. Understanding and analyzing budgets (how governments make decisions on budget allocations). The first area is crucial to support partners in developing strategies to effectively influence policies; the second area is fundamental to organize and strengthen civil society activism, as it allows our partners to link financial justice matters to everyday issues of citizens. This proved to be a useful strategy to activate people.

In the first two years, the program mainly focused on strengthening partners' capacity on the first area: fair taxation. Tools like the [Fair Tax Monitor](#), [Egypt Social Process Indicators](#), knowledge resources, global and regional learning/exchange events have greatly supported partners in their influencing work. We provided hands-on support to publish national reports, mobilized the public through several national campaigns,

and developed evidence-based influencing strategies fit for the local context.

Since the beginning of 2018, we broadened our scope and expanded the range of our activities to the second area: the public spending side. To enable partners to advocate for fiscal justice we organized a number of learning and exchanging events among partners, to improve their knowledge and skills on issues such as social inequality, gender responsive budgeting and expenditure tracking. Based on this capacity strengthening work, local partners and Oxfam will launch a Fiscal Justice for Women & Girls campaign, to stop making women and girls pay the price for underfunded public services and unpaid care work.

Strengthening civil society activism was sometimes quite a challenge, especially where civic space is limited, due to the complexity of the subject, and the fact that combining taxation and budget monitoring is a relatively new topic in our influencing work. Reviews among our partners show that our evidence-based tools and research helped them to mobilize people, increasing the pressure on policymakers.

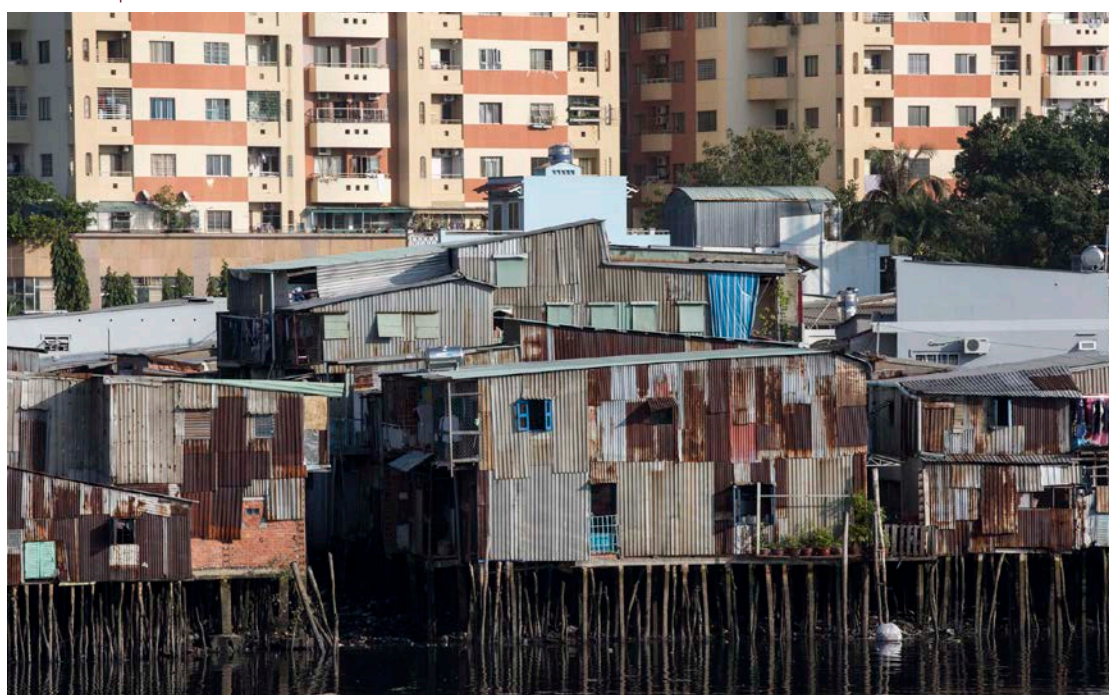
A good example of the way co-creation work within a global alliance can strengthen capacities, is the above mentioned [Fair Tax Monitor \(FTM\)](#). This evidence-based advocacy tool was jointly developed by Oxfam, Tax Justice Network-Africa and national partners, capitalized on their combined experience and knowledge. In 2017, the FTM alliance partners (10 partners in 9 countries) exchanged tips and tricks, and adapted the FTM scoring questions, specifically adding substance to the gender analysis and exploring ways to include “greening” of the tax system. FTM identifies the main bottlenecks within national tax systems, using a common research framework and methodology that allows for a unified approach towards fair taxation. This also enables the partners to compare the policies and practices in different countries and link up regionally and globally. The new round of country reports will be launched in the course of 2018.

Policies and practices of governments, global actors and financial actors have improved in the contexts in which Oxfam and SOMO are working, e.g. Fair Finance Guide. This is confirmed by the analysis of outcomes and the relatively high number of laws, policies and norms/attitudes influenced. An important learning is that within F4D alliance building is the most effective pathway to generate political will and subsequently achieve policy changes – both at the national level and through international alliances, linking local to global. The high number of CSOs that is included in the SP can partly be explained by the relevance of working with alliances/networks. Two other important pathways towards more political will are closely related: awareness raising and increased citizens’ voice. Our assumption that awareness is a prerequisite for citizens to take action against extreme inequality, proved right: 238,000 citizens were recorded to have shifted their attitudes and norms on tax justice and regarded it an integral part of the fundamental rights for men and women.

The worldwide knowledge and learning network is clearly highlighted by the global Even it Up! campaign and the [‘Reward work not wealth report’](#) launched early 2018. These proved key to initiate exchanges and activities at the national level. Partners could use – and contextualize – the tools and campaign materials designed by Oxfam and apply research skills gained from SOMO and turn them into effective influencing strategies and techniques. Vice versa, evidence and examples from the national and regional level helped build the global narratives. Multi-stakeholder alliance-building and popular campaigning tools resulted in increased public awareness and mobilized citizens to take action across the world.

Photo credit: Eleanor
Farmer / Oxfam

Inequalities in Vietnam



INFLUENCING TAX POLICIES IN VIETNAM

The SP program in Vietnam works with a broad-based alliance of CSOs and other key allies. Together they push for greater transparency of multinational corporations' tax affairs through so-called country-by-country reporting (CBCR), which requires them to publish key financial data, including the profits and the taxes they pay in the country of operation. Are the taxes they pay in accordance with their economic activity in the country, or are their profits being transferred to other countries that function as tax havens? Global tax experts trained and inspired the Oxfam country team and partners, helping them formulate a country policy proposal on 'Decree 20', that is the adoption of CBCR as a mechanism for increased tax transparency. Furthermore, they joined them in meetings with policymakers and media. Linking up with likeminded influential people such as members of the Vietnam Chamber of Commerce and Industry, enabled the Vietnam Tax Justice Alliance to successfully influence Vietnamese tax policies: the

government introduced new regulations requiring multinationals to file CBC Reports, helping to strengthen tax transparency and tackle tax avoidance in Vietnam. In addition, the influencing strategy of our Vietnamese partners was informed by Oxfam's global policy discussions and influencing work on this issue. Vice versa, the successful Vietnamese case was used for Oxfam's influencing work at EU level through the 'Blacklist or Whitewash' report. Oxfam in Vietnam arranged a meeting with the EU delegation in the country to request for the publication of Vietnam's commitments to improve its tax regime. This has contributed to the EU Commissioner, Pierre Moscovici, directly asking EU countries to publish the commitments made by countries on the grey list (countries that qualified as tax havens, but had promised reforms). Following this success, the Vietnam influencing case was presented to the UK Parliament, contributing to an increased pressure on the UK government to take action as well.

OUR CONFLICT AND FRAGILITY RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Result Year 1:	1
Result Year 2:	12
Target end 2018:	46



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)VT

Result Year 1:	2
Result Year 2:	26
Target end 2018:	22



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 1:	10
Result Year 2:	11
Target end 2018:	37



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 1:	12
Result Year 2:	108
Target end 2018:	322



CSOs INCLUDED IN SP (DD6)

Result Year 1:	29
Result Year 2:	413
Target end 2018:	467



CITIZENS RAISED THEIR VOICES

Result Year 1:	1,568
Result Year 2:	37,339
Target end 2018:	187,198



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 1:	0
Result Year 2:	74,736
Target end 2018:	720

This chart represents the indicators, targets and results of the Dialogue and Dissent framework. The results from the first year cover the period January 2016-March 2017. The results from the second year cover the period April 2017-March 2018. The targets are set for the first implementing years until December 2018. The indicators represented here concern the translation of the

SOMO and Oxfam Novib indicator framework to the Dialogue & Dissent framework. The indicators DD4, DD5 and DD6 often relate to the same organizations, so they cannot be aggregated over the years. The data for the other indicators can be aggregated over the years, but we have to be mindful that influencing processes require time and thus often cover several reporting periods.



Photo credit: William Vest-Lillesøe / Oxfam Novib

A former child soldier in South Sudan is taking ALP-classes.

CONFLICT AND FRAGILITY

There is an increasing recognition of the role of civil society and the private sector in sustainable peace and stability, specifically at the global level. The World Bank and United Nations' joint study "Pathways to Peace" (2018), recognizes that grievances related to exclusion – be it from access to power, natural resources, or security and justice – are at the root of many violent conflicts. The United Nations' Sustaining Peace Agenda acknowledges that participation of women and youth in decision-making is fundamental to sustainable peace. This supports our work to enable the participation of women in peace processes and security governance, to create strong alliances and to build the capacity of representative CSOs to advocate for inclusive peace and security.

In fragile and conflict-ridden countries such as South Sudan and Yemen, the space to strengthen the influencing capacities of our partners is limited. Within the SP we have coped with these challenges by focusing on strengthening the capacities of community-based organizations; and succeeded in doing so. As we can see from the capacity assessment, almost all partners have passed on the skills and knowledge they acquired under the SP, to community-based organizations. The result is showcased by our partner Miftah in the Occupied Palestinian Territory (OPT), which prepared a study on the political, social and economic impact of the dispute between Fatah and Hamas on women and girls. Miftah supported the Palestinian women's committee Wifaq to formulate a position paper as a basis for their campaign promoting the active participation of women in conflict and security issues. Their efforts eventually led to a pledge by the Fatah Central Committee member in charge of the reconciliation file, to include members of Wifaq in the political reconciliation meetings that are expected to take place in the future. Up to then, women had been absent from the Palestinian national reconciliation committees and were not represented in any of the talks that took place between Fatah and Hamas.

Conflicts and instability also urged Oxfam, SOMO and partners to intensify their regional lobby and advocacy work by strengthening and broadening alliances. For example, Oxfam expanded its support to a continental network in Africa on security sector governance and accountability. In Addis Ababa, Ethiopia, we connected 51 representatives of CSOs from Burundi, Central African Republic, DR Congo, Tunisia, and South Sudan. In an inaugural workshop the participants built their knowledge of security sector reform and identified avenues to influence governments, African Regional Economic Committees

(RECs) and the African Union. The event laid the foundations for an alliance of CSOs and opened channels of communication with the RECs and the African Union. With a sound knowledge base of policy instruments and processes, participants will now use the regional policy frameworks as a basis to develop tailored advocacy approaches for policy change at the national levels.

Compared to the results achieved in the first year of the Conflict and Fragility program, this second year shows a significant progress. This confirms the expected need for a longer inception phase in conflict and fragile settings. As a result of intense and extensive community sensitization in Niger, the number of citizens who raised their voice or changed their attitude to demand better protection or inclusion of women in peace-building processes, dramatically increased. Yet, the importance of increased citizens voice to improve political will was also recorded for other countries, in our qualitative research.

Following the outcome harvesting of our program's results, we learned that a better understanding of women's needs by policymakers, contributes to more inclusive peace processes and provision of security. We have seen examples of this in Yemen, Pakistan (see cover story), OPTI, and South Sudan. This encourages us to continue supporting women to participate in peace processes, and provide them with the necessary skills and knowledge.

CIVIL SOCIETY'S ROLE IN IMPROVING COMMUNITY SECURITY IN SOUTH SUDAN

In highly complex and ethnic-based conflicts such as in South Sudan, it is crucial to improve security for the people through locally based inclusive security reform and peace-building processes. Following the central government's decision to replace the South People's Liberation Army in the Wau region, which is claimed to perpetuate violence, by national security forces from Juba, CSOs were able to play a crucial role in improving the security in Wau municipality. An alliance of CSOs advocated for safety and security of the people in this area, which witnessed an increase of armed robberies, killings, abduction and gender-based violence by infamous unknown gunmen.

We supported our partner, the Wau Civil Society Organizations Network (WCSO), to develop a strategic plan to engage with and influence security actors on community safety. Subsequent forum discussions organized by WCSO between civil society and local security actors contributed to Wau Municipality's

setting up of fifteen police posts across the municipality.

To promote inclusivity, prior to the establishment of these police posts, the different groups and authorities established specific criteria, including the composition of personnel to ensure representation across different tribes and clans. Furthermore, they and the municipality established a mechanism for information sharing, to ensure a strong feedback-loop between the security forces and citizens. WCSO also engaged community members on small arms and community safety awareness, mainly targeting community leaders, youth leaders, women and local security operatives. The alliance played a crucial role in ensuring confidence and trust among the population to give up small arms. Overall, the small arms collection, the presence of the police post and the patrol of security personnel improved the security situation in the Wau residential areas; people are now returning to Wau from the 'Protection of Civilian' sites.

ADVOCATING FOR RESPONSIBLE AND CONFLICT-SENSITIVE PRIVATE SECTOR ACTORS IN MYANMAR

Another pathway in our Conflict and Fragility Theory of Change is to advocate for more responsible and conflict-sensitive ways of operating by private sector actors. In Myanmar, Oxfam and its partner Myanmar Alliance for Transparency and Accountability (MATA) provided MATA's member organizations with a wide array of context-specific tools and approaches to influence governmental and private sector policies in the country. This capacity development contributed to a successful influencing trajectory to halt the construction of a proposed coal-fired power plant in Hpa-An, Kayin State.

Myanmar has seen rapidly expanding infrastructure projects in the past years. This leads to multiple plans for the construction

of cement factories and its main source of cheap energy: coal plants. Apart from the damage to the climate and the environment of the nearby communities, these plants require big investments – and following international best practices such investments require the consultation of local communities. In practice, this rarely happens. CSOs and MATA members exchanged experiences and practiced a variety of approaches to constructively engage with the government and companies. Using their newly acquired skills and tools in support of affected communities, they succeeded in stopping the coal plant. On March 14, the Myanmar Union Minister of Electricity and Energy announced that the government would not grant permission for the proposed plant. According to MATA this is probably a precedent-setting outcome.

LOOKING TOWARDS THE FUTURE

The Strategic Partnership between Oxfam Novib, SOMO, the Ministry of Foreign Affairs, and local civil society organizations is on track. After two years of implementation we tested the Theories of Change and the underlying assumptions. In accordance with the expectations, we observed significant changes at the stage of political will. These changes can be – at least partly – traced back to CSOs working in alliances, sometimes teaming up with government actors or multiple stakeholders, and combining it with public pressure wherever possible. This confirms that our strategy works: strengthening the influencing capacity of CSOs, building alliances and co-creating to influence policies and practices at different levels (including the global level). From a few interesting cases we learned that the role of media actors and legal channels can be more influential than initially envisioned. These lessons as well as those of the mid-term review that will be finalized by October 2018 are important for the adaptation of our influencing strategies in 2019 and 2020.

Furthermore, we conducted an internal conflict sensitivity training to ensure that our efforts to increase civil society organization's advocacy efforts do no harm. In the third implementing year, gender and conflict sensitivity will be mainstreamed in all proposed program activities.

In the Netherlands and the countries we operate in, we note a more intensive communication and cooperation between staff of the Ministry of Foreign Affairs, Oxfam Novib, SOMO and partners. Especially with regards to opening space for civil society or protection of civil society partners we experienced some successful cases of joint influencing, as we already highlighted in the introduction. Building on this experience, we aim to deepen our joint influencing work with Embassies of the Netherlands, and explore how to capitalize on other opportunities, in pursuit of national thematic advocacy objectives.

The future we are working towards, is one in which all people, including those who are often excluded from decision-making, can play an active role in building an equitable world where they can realize their basic rights: their right to food; the right to live in a democratic society with a fair distribution of public resources; and the right to live in peace and security.

COLOPHON

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