



TOWARDS A WORLDWIDE INFLUENCING NETWORK

ANNUAL REPORT

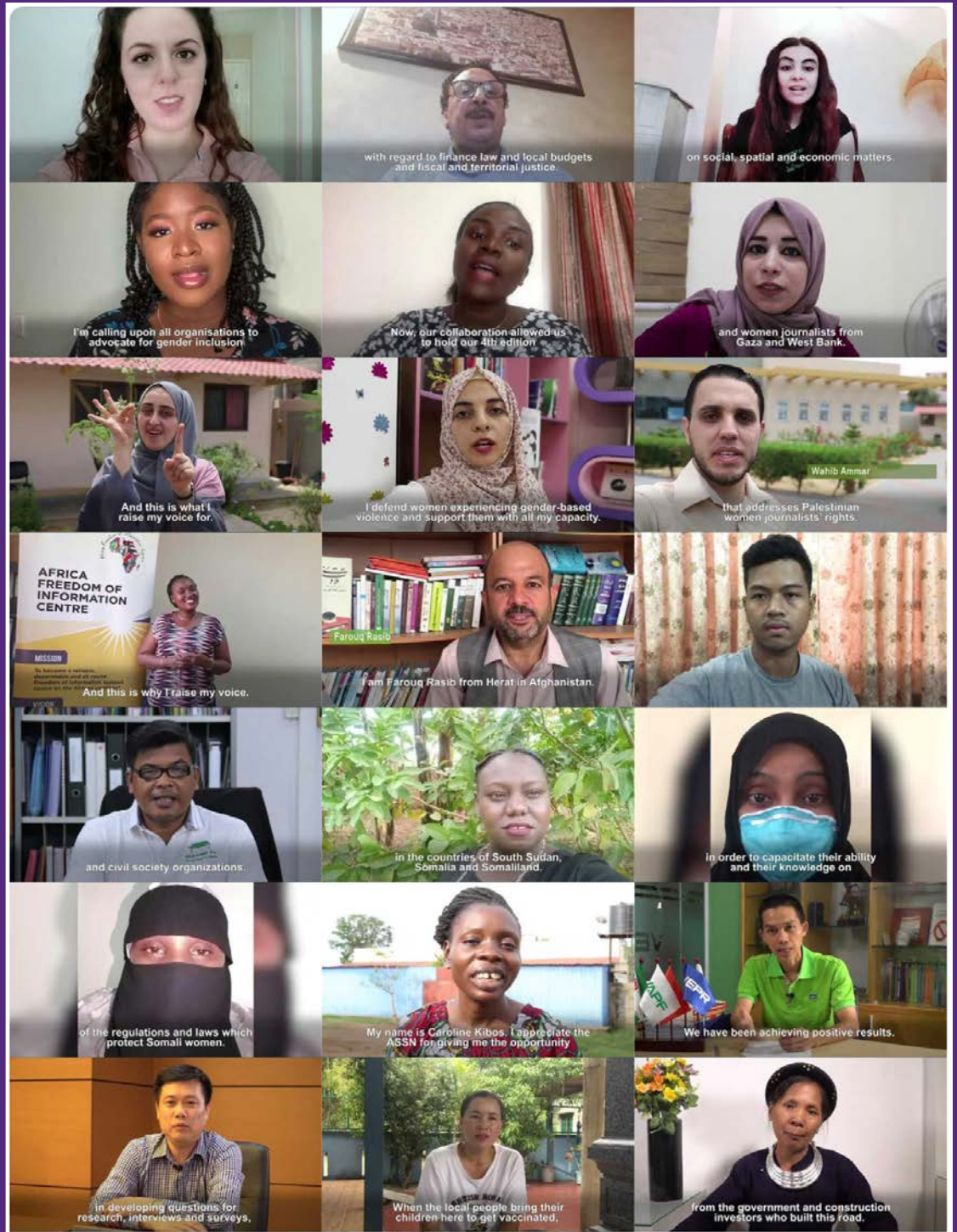
STRATEGIC PARTNERSHIP DIALOGUE AND DISSENT

APRIL 2019—MARCH 2020



OXFAM Novib





The Wall of Voices presents snapshot messages from people raising their voice for more just and inclusive societies. All video messages were written and recorded by the participants themselves, consciously taking the opportunity to share their beliefs, successes and urgent requests. Although our backgrounds and motives may differ, we all share the common perspective that our voice is powerful and capable of driving change.

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Public procession demanding budget for the health sector to make blood transfusion services accessible.
Photo credit: Faith Nabunya/CEHURD

INTRODUCTION

The central theme of this year's report, covering the period from 1 April 2019 to 31 March 2020, is the power of peoples' voices for change—a very relevant theme given the massive demonstrations of citizens calling for change we have witnessed. From Pakistan to Kenya and from Panama to Occupied Palestinian Territory (OPT), people took to the streets or had their voices heard online, to demand climate action, fair taxation and public spending, land rights, peace and security, and an end to gender-based violence.

Within the Strategic Partnership between Oxfam Novib, SOMO and the Dutch Ministry of Foreign Affairs, we supported and worked with the brave activists and civil society organizations who empowered communities, created influencing space, and organized campaigns, to raise and amplify the voices of people living in poverty. We have joined forces in a Worldwide Influencing Network to improve policies, practices and behavior of governments and corporations.

In this report, we describe the developments, lessons learned and results achieved in three Theory of Change areas that (1) advocate for 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. We highlight examples illustrating how this Strategic Partnership has built partners' capacities to impactful raise citizens' voice, connected local voices to regional and global decision-making forums, and mobilized people's voices to change policies and practices of duty bearers. Examples also illustrate how we have lobbied and advocated to ensure that duty bearers consult citizens and take their needs into account in decision-making.

A financial account accompanies this narrative report, which is supported by the program data published daily on the Ministry of Foreign Affairs' dashboard and in Oxfam's project browser [ATLAS](#), in accordance with our commitment to the International Aid Transparency Initiative (IATI).

OVERALL RESULTS

Following our repositioning in 2018, which was based on the lessons learned in the first three years, our partnership has become stronger and more focused. This resulted in 162 public policy changes and 103 private sector policy/practice changes (265 DD2 — [Dialogue and Dissent Indicator](#)); building on achievements in previous years, these represent 30% of the results to date. Results that were mainly achieved thanks to the pressure of people raising their voices and coming into action, while civil society organizations (CSOs) succeeded in creating space and political will for our policy asks in 154 cases (DD3).

Safeguarding and expanding civic space is both a prerequisite to and a result of citizens raising their voice and holding duty-bearers accountable. In 2019/20, 778,159 people raised their voice, often as part of the advocacy activities of 193 alliances (DD4); since the start of our partnership more than 4.25 million people were mobilized to demand change, by 703 CSOs with increased lobby and advocacy capacities (DD5) and 1111 that were included in the program (DD6). Below we will elaborate on the results achieved within the three Theory of Change areas.

CHANGING CIVIC SPACE

CIVICUS Monitor's report [People Power under Attack](#) confirms the *raison d'être* of our Strategic Partnership, as it raises the alarm over the ever reducing space for activism in 2019. Only 3% of the world's population live in countries with open civic space. Attacks occurred often in the context of elections; in October 2019, we lost human rights defender [Dr. Anastácio Matavel](#) who worked for a partner organization of Oxfam Novib in Mozambique. He was murdered by police officers after attending a training for election observers.

To protect partners' voice both offline and online, we focused on implementing civic space strategies that were developed in the first phase of our program. In partnership with [Frontline Defenders](#) and other specialized protection agencies, we equipped 66 partners with antidefamation tactics and digital security tools (in Occupied Palestinian Territory and Israel (OPTI), Niger, Egypt, and Myanmar), and invested in a deep dive into the way narratives influence polarization and civic space (in Niger, Uganda and Mozambique). In Uganda and Niger we piloted the creation of new alternative narratives about civil society by broad alliances, and linked partners to experts in advertising, communication and psychology. Knowledge, learnings and tactics derived from these and other interventions have been bundled in a book, ['Narrative power and collective action: conversations with people working to change narratives for social good'](#) (published July 2020). In addition, participatory action research and exchange of tactics with peers in other countries helped activists—e.g. [land right defenders](#) gathering in Myanmar—to find out what works in a context of shrinking civic space. Furthermore, we mobilized people worldwide to fight the criminalization of indigenous peoples and local communities who defend their lands, forests and waters (see R2F).

More positive news comes from Nigeria, where women and youth groups finally bore the fruits of their rally last year for a Right to Food law: in January 2020, the senate [approved the law](#) and sent it to the constitutional committee. Also, activists' work was effective in Niger, where partners continued their efforts to have all civil society leaders released, who were imprisoned during last year's peaceful protests against tax incentives for multinationals (see our [annual report 2018/19](#)). After the last leader finally got out of jail in November 2019, partners started to influence the national legislation on the right to assemble and protest peacefully. However, a few months later and in the light of Covid-19, again over 100 people were arrested during demonstrations, including six [civil society leaders](#).

In attempts to curb the Covid-19 pandemic, states have restricted a range of civic freedoms. However, actions by some states include unjustified censorship, detention of activists and crackdowns on media outlets. Also, similar to previous turbulent periods such as 09/11 and the Arab Spring, restrictions risk to remain permanent. To counter this development, we decided to allocate additional resources for protection and lobby activities by the end of this reporting year.

GENDER JUSTICE

Following the recommendations of the mid-term review, Oxfam Novib and SOMO set specific objectives and results for gender equality, using Oxfam's [Feminist Guide to Influencing](#). More importantly, we made gender a priority in our learning processes, considering the importance of our own attitudes and behavior. After having improved the gender lens of the Fair Tax Monitoring research, we organized training workshops in Kenya and Cambodia, and we shifted influencing goals in e.g. OPT to fight gender-based violence.

CONFLICT SENSITIVITY

To reduce risks and be effective in highly complex situations, partners naturally adapted their interventions, especially in conflict-affected and fragile contexts such as Myanmar and Yemen. Conflict sensitivity specialists provided hands-on support to deal with daily dilemmas caused by ethnic tensions or elections, for example. At the same time, a thorough assessment in all countries indicated that the support is ad-hoc, rather than fully integrated into project design, implementation and monitoring. Therefore, we developed training modules on conflict analysis and conflict-sensitive project planning.



As part of the [Ain Illaj campaign](#), Bashira Bibi, domestic worker in Punjab, Pakistan, shared her picture with the tag #SastiDawayiChahye on her palm, demanding for access to affordable medicines. Photo credit: Hamail Imtiaz

LESSONS LEARNED

In 2019/20, we evaluated our work and tactics to raise voice, by measuring progress compared to the baseline surveys conducted in 2016/17. We analyzed the attitudes and behavior of over 11,000 people, to

examine their attitudes and behavior as active citizens with regards to the policy and influencing agendas of the partners. We conducted the research in eight program countries—Burundi, Cambodia, Myanmar, Niger, OPTI, Pakistan, Vietnam and Uganda—and did a similar evaluation amongst more than 1,000 people in the Netherlands.

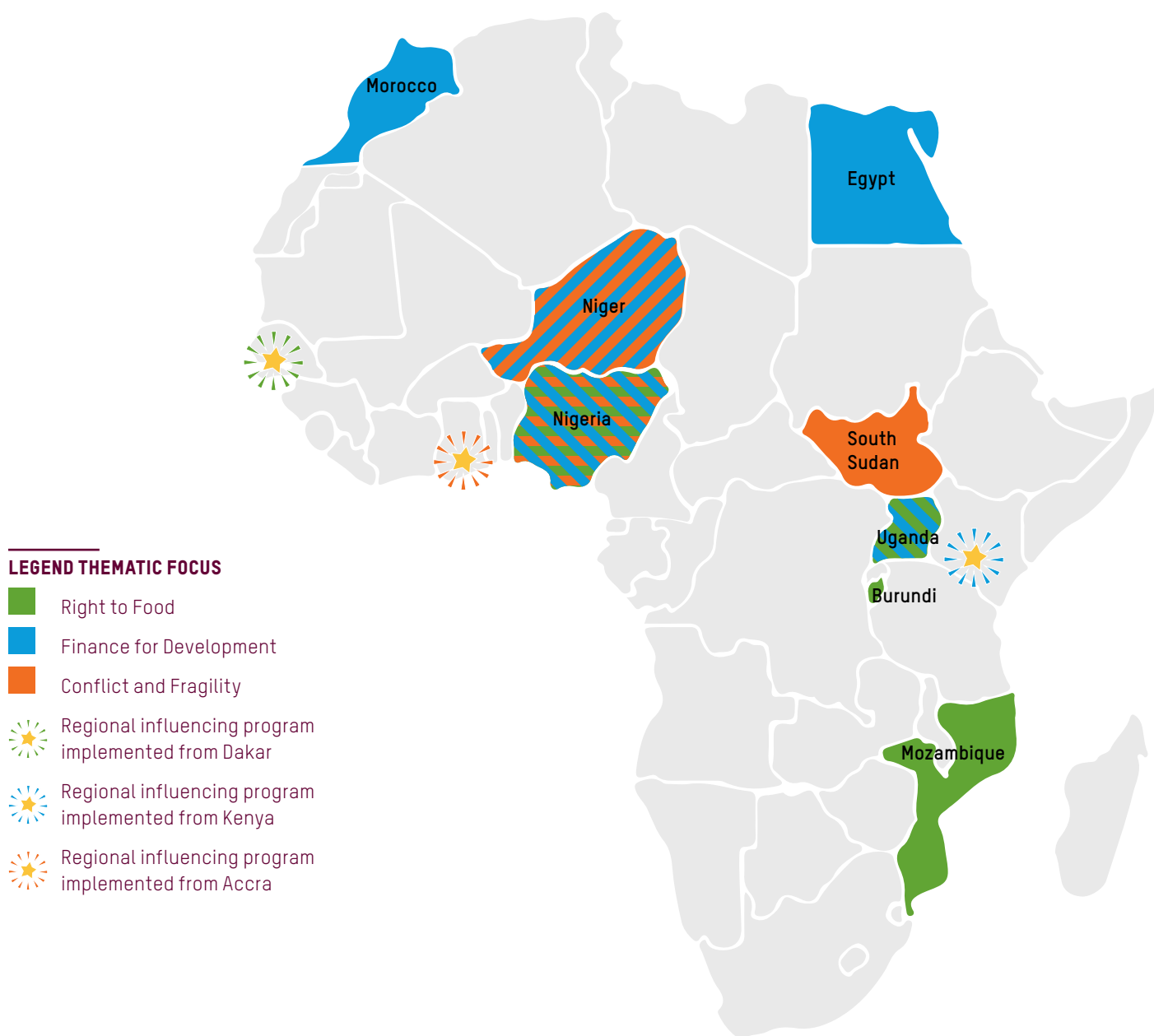
We concluded that our efforts had indeed contributed to raising, amplifying and protecting citizens' voices in all countries; what's more, this often also directly increased their influence. In Uganda people evidently raise their voice more often when it comes to tax justice and public spending, which contributed to a successful campaign about public funding of blood banks. In Pakistan women felt more confident to raise their voice on community water governance; as a result water governance officials and provincial parliamentarians listened to the issues more seriously than before. In Cambodia, the project contributed to a stable level of civic participation in village communities defending their land rights in areas where the Strategic Partnership partners operated; in areas where they were not active citizens' participation dropped.

In the Netherlands combatting corporate tax evasion has come to enjoy widespread public support, so our campaigns should focus on mobilizing citizens to take action (instead of changing their attitudes) to be more effective and efficient. Lessons like these will be incorporated in the design for the Power of Voices Partnership program, and shared more widely as part of a learning trajectory on influencing networks. All cases and overall lessons learned can be found in this publication, 'Beating the drum: stories of influencing networks'.

To learn more on what factors influence citizens' decision to raise their voice, we compared the results from these eight countries. Preliminary findings indicate, amongst others, that political efficacy—that is the confidence that you can bring about change in your surroundings—is an important driver to activate people for the first time. This is what we pay attention to in our approaches, by supporting role models who show how citizens can make change happen. We also take the time to make politics understandable, accessible and interesting for citizens, for example in participatory budget monitoring initiatives. This increases people's sense of efficacy, which in turn can further increase their participation.

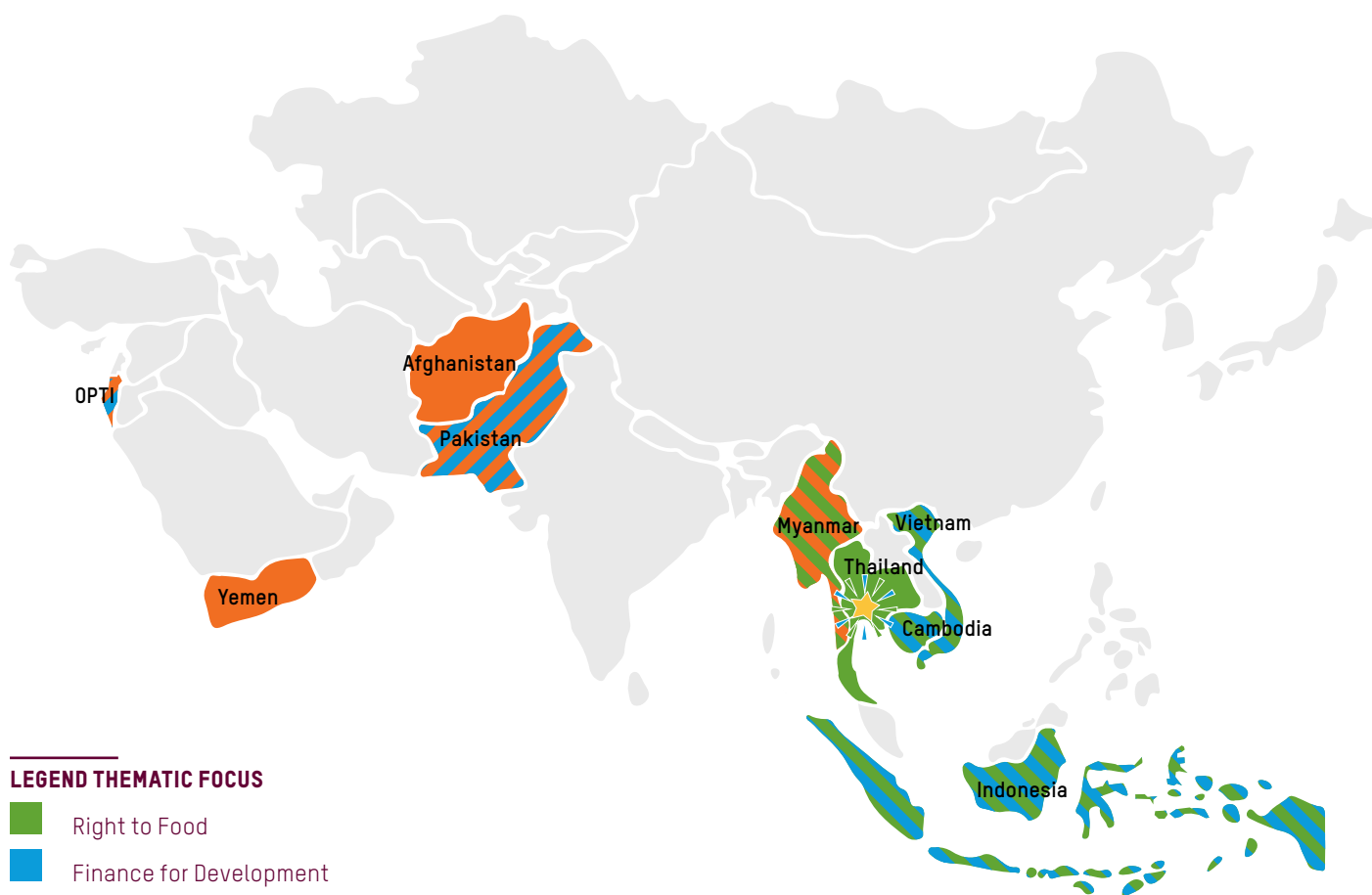
FINALLY

The project is well on track in achieving the envisioned outcomes and has, with almost 90% of the budget spent, a healthy financial expenditure, albeit the context for civil society worldwide is increasingly challenging. In this context, we have emphasized once more that working in solidarity in networks globally, and with legitimacy supported by citizens' voices, is paramount.



LEGEND THEMATIC FOCUS

- Right to Food
- Finance for Development
- Conflict and Fragility
- Regional influencing program implemented from Dakar
- Regional influencing program implemented from Kenya
- Regional influencing program implemented from Accra



LEGEND THEMATIC FOCUS

-  Right to Food
-  Finance for Development
-  Conflict and Fragility
-  Regional influencing program implemented from Bangkok

OUR RIGHT TO FOOD RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Result Year 4:	132
Accumulative result year 1-4:	467
Target end 2020:	463



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)

Result Year 4:	34
Accumulative result year 1-4:	147
Target end 2020:	95



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 4:	146
Accumulative result year 1-4:	316
Target end 2020:	122



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 4:	114
Accumulative result year 1-4:	370
Target end 2020:	518



CSOs INCLUDED IN SP (DD6)

Result Year 4:	350
Accumulative result year 1-4:	1,411
Target end 2020:	1,909



CITIZENS RAISED THEIR VOICES

Result Year 4:	195,280
Accumulative result year 1-4:	2,318,422
Target end 2020:	565,775



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 4:	9,570
Accumulative result year 1-4:	31,152
Target end 2020:	27,080

This chart represents the indicators and results of the Strategic Partnership program in its fourth year, covering the period from April 2019 to March 2020, towards the targets set for December 2020. On all indicators we note good progress, yet the results on citizen's voice are—again—very high compared to the target. This is the result of the increased use of online mobilization skills by partners in West Africa, Indonesia and the Netherlands, amongst others. The publication on the IATI platform is an accumulative status of the results

updated daily. The results 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 and sometimes include members of network or member organisations, so they cannot be aggregated over the years. The number of unique civil society organizations identified as strengthened since the beginning of the program is 210 in Year 4 while 406 were included in the program.



On National Peasant's Day, 24 September 2019, more than 7,500 farmers, youth and workers marched in Jakarta, and convinced the president to stop the land bill hearing. The president invited Konsorsium Pembaruan Agraria (KPA) to share their concerns over the land bill and bring updates on the agrarian reform progress. Photo credit: Benni Wijaya/KPA

RIGHT TO FOOD

The millions of people that took action to challenge powerholders for their Right to Food, range from indigenous communities demanding land rights to citizens petitioning for human rights in global food value chains. While the 2020 target of our Right to Food ToC was to mobilize at least 565,775 citizens to raise their voice, the program resulted in over 2.3 million raised voices, of whom 195,280 did so during the reporting period. The continued public campaigning by partners to generate critical pressure on key decision-makers, reflects the relevance of public support and pressure. These efforts were often co-financed with other funding sources and were both within or outside Oxfam campaigns such as Behind the Barcodes, or as part of alliances, such as Land Rights Now. The results confirm the strength of this strategy in contexts of constrained civic space as well as the eagerness of citizens to have a say in the future direction of their society.

CONTEXT

As partners witnessed that weak implementation of previous policy wins—agrarian reforms and **land rights** laws—still left people with insufficiently protected land rights, partners mobilized voices to pressure governments to live up to their commitments. They raised awareness among communities in e.g. Burundi, Cambodia and Myanmar and facilitated their engagement with governments, while at the global level the Land Rights Now (LRN) alliance, hosted by Oxfam Novib, amplified the voices of communities defying criminalization of land rights defenders. The LRN campaign reached 8 million people; more than 100,000 people actively supported it through Facebook.

Climate change is becoming more integrated in influencing strategies of land right defenders (indigenous peoples as guardians of forests and biodiversity), making use of the increased and publicly stated awareness among citizens, governments and businesses of the climate emergency. Oxfam focused on making the voices of those severely affected by climate impact heard at CoP25, where Oxfam supported their calls by a report and campaign stunt, and at the People's Summit and the Climate Strike. At the

same time, people faced climate-related extreme weather events such as in Vietnam (drought and saline intrusion) and Mozambique (cyclones).

In Vietnam, a crucial result of our influencing work was the policy change in provinces in the severely affected Mekong Delta: they revised their agriculture and fishery development strategy, partially based on proposals by partners. The devastation in Mozambique forced the government to focus on emergency and recovery, leaving little space for crucial policy reforms on land allocation and community consultations. Still, partners managed to use the elections for an effective advocacy campaign in favor of smallholder farmers' asks (see case AgriFarm).

A positive development that we witnessed in 2019/20 and have contributed to through public reports and campaigns, is that private sector and government actors in international food value chains are taking steps to better uphold human rights standards or sector agreements (including on issues such as gender, or living wage). We used this increased space to push for advanced policy changes in the Behind the Barcodes campaign.

CAPACITY STRENGTHENING TO ENGAGE CITIZENS' VOICE

Partners strengthened the capacities of people to effectively raise their voice, and at the same time cope with the risks of shrinking civic space, using several strategies. In **Burundi**, **Adisco** and **Fopabu** built the advocating and campaigning skills of their partners, enabling them to increase their constituencies. They organized strategy sessions to invigorate the official provincial participatory mechanisms, that were increasingly seen as an administrative burden with little chance of influencing success. At the sessions they discussed the obstacles and stressed the opportunities for farmers to participate, and introduced workshops to enhance joint influencing. As a result, 1,697 people (617 women) in 15 provinces raised their voices to demand the right to multiply seeds locally, and acknowledge women's crucial roles, amongst others. Partner **Cafob**, 100% women-led, is revitalizing public dialogue on women's land rights, through community-based advocacy activities with regard to women's economic role in the society.

Partners in **Nigeria** chose the same strategy, by training 281 people (131 women) on how to create citizens budgets. The training cascaded down to farmers communities, where about 2,700 people were mobilized to submit proposals for the upcoming agriculture budget process on provincial level.

In **Myanmar**, partners raised communities' awareness of their land rights. Their land law and rights trainings encouraged 704 women and 873 men to speak out on their land and natural resources issues. In August 2019, about 70 local CSOs from Kachin state raised their concerns on land-based investments during the first EU civil society dialogue on land issues. By bringing to live environmental impacts of a banana plantation, through a Photovoice exhibition, community leaders presented the needs for joint land titles for women.

Increasing peoples' confidence to engage with sub-national authorities was yet another strategy, used in **Vietnam** for example. Amongst others through the Gender Action Learning System (GALS), 78 small farmers in the rice value chain were more confident to raise their voices during the Can Tho Rice Forum, November 2019. They expressed their concern about issues such as pricing and unstable trade relations between sourcing companies and farmer groups. As a result, three companies signed long-term contracts to buy their rice at a fair price.

JOINT INFLUENCING TO AMPLIFY CITIZENS' VOICE

In 2019/20 small farmers, women and youth successfully exercised their right to speak out in regional and global policy arenas, facilitated by partners. Our joint influencing work aims to ensure that their needs are considered, the policy agenda is shaped for them and the policy discourse reflects their views.

A good example is the participation of ten **Cambodian** representatives (one woman) who amplified the voices of hundreds of local communities and farmers during the ASEAN People's Forum (APF) in September 2019. They spoke on behalf of some 300 participants in the Cambodia People Forum, who were gathered by partners and allies to prepare a common influencing agenda, prior to the APF. As a result, they submitted a joint statement demanding ASEAN member states to stop land grabbing, enforce free prior and informed consent (FPIC) and invigorate the ASEAN complaint mechanism.

Oxfam demonstrated its added value as an international player by bringing local perspectives to **global discussions**. For example by bringing a [Virtual Reality ‘tour’](#) to the FAO premises where policymakers met to negotiate on the International Treaty on Plant Genetic Resources for Food Agriculture. About 500 delegates watched the video, which introduced them to the most pressing issues experienced by the farmers. An important result was the invitation by the International Seed Federation, representing the seed industry, to broadcast the virtual reality movie during their annual congress in 2020.

CITIZENS TAKING ACTION TO HAVE THEIR VOICES HEARD

Mobilizing citizens and media to put pressure on duty bearers is key in our ToC. In **Indonesia**, for instance, our partner Consortium for Agrarian Reform (KPA) and its allies shifted their strategy following the success of collaborative engagement to mobilizing the public against changes made to the 2018 draft land bill, which favored land-based investments ([see Annual Report 18/19](#)). On National Peasant’s Day, 24 September 2019, more than 7,500 farmers, youth and workers marched in Jakarta, and convinced the president to stop the land bill hearing. The president invited KPA to share their concerns over the land bill and bring updates on the agrarian reform progress.



The president invited KPA to share their concerns over the land bill and bring updates on the agrarian reform progress. Photo credit: KPA

In **Cambodia**, partners empowered community activists to jointly submit statements on land disputes in important national influencing spaces. Women grassroots leaders, trained by partners and encouraged to publicly speak out, participated in the development of the National Strategic Development Plan. They saw 70% of their input on e.g. women in leadership positions incorporated into the draft plan.

The power of people’s voices in a **worldwide influencing network** became evident with new victories of the [Behind the Barcodes campaign](#). From [Whole Foods](#) and [Amazon](#) in the USA to [Morrisons](#) in the UK, [Rewe](#) in Germany and international brand [Tesco](#), supermarkets made important new policy commitments to improve working conditions in their supply chains. In the Netherlands we campaigned for the remaining three large supermarkets to follow the human rights commitments of the two largest Dutch retailers, [Albert Heijn](#) and [Jumbo](#). [Lidl](#) responded to [the call of 38,000 people](#) from the Netherlands and the UK, by publishing a new human rights policy in April 2020 which will be rolled out in 32 countries.

Meanwhile in **Thailand**, the campaign led to the publication of [Tesco’s](#) human rights policy by its subsidiary [Tesco Lotus](#), and to the public commitment of major Thai seafood exporters on labor rights. These results clearly demonstrate that our approach to engage with private sector players, coupled with public pressure for them to do better, has been effective.

On the **EU policy** side of this work, SOMO’s mobilizing of 60,000 Europeans—in coalition with European CSOs

—in the previous year proved crucial. The EC published its EU Directive on [unfair trading practices](#) (UTP) in March 2019 to protect food suppliers. Subsequently, CSOs’ coordinated action to ensure a progressive transposition of the UTP directive in the Netherlands, provided input for the draft Dutch UTP law.

LESSONS LEARNED

Partners engaged in a series of workshops, research and reflection sessions to systematize and reflect on their experiences on being **gender transformative** in their lobby and advocacy. Main lessons learned are that we have to make a conscious choice on the level of gender integration upfront, document why this choice was made, allocate resources, build capacities at senior and management level to increase the political will, and remain flexible with tailor-made support and incentives that are appropriate to the context.

[Important learnings](#) on successful and actionable tactics of **land rights defenders in constrained civic space** were gathered through participatory action research, and consolidated and shared in a learning event in Myanmar (October 2019). Consequently, CSOs in Myanmar strategically allied towards the government over their concerns on the Vacant, Fallow, Virgin land law. In Cambodia, partners invited government experts on land issues to join fact-finding missions on indigenous people and land registration, also allowing affected people to voice their concerns directly to policymakers.

INNOVATIVE CAMPAIGN TURNS SMALLHOLDERS’ NEEDS INTO ELECTION TOPIC

In Mozambique, an unusual coalition of acknowledged campaigning platform [Midialab](#) and four youth organizations, innovatively brought the demands and perspectives of smallholder farmers—who make up 65.7% of the population—to the attention of political parties and candidates during the presidential, legislative and provincial elections in October 2019.



The coalition broadcast [short videos](#) with farmer testimonials and published open letters expressing needs and demands in newspapers.

The letters were also personally sent to all candidates and political parties. Furthermore, the organizations set up the first ever public debates on smallholder farmers, including some key political parties. Covered widely in traditional and [social media](#), the campaign ultimately reached 3.1 million people.

At least 1,000 citizens downloaded the ‘Barometro’ app, to monitor the effects of this [AgriFarm campaign](#). The app was fed by a team of journalists who were trained by Midialab, and provided an update on the political agenda of candidates and parties every five days. ‘Barometro’ will continue to monitor the commitments made during the election period.

The campaign at least partly reached its goal of having candidates and parties include farmers’ demands in their manifestos and programs: for the first time in Mozambique, a presidential candidate responded directly to the campaign by making [commitments](#) to support smallholder farming.

The Frelimo party candidate promising support to smallholder farming.
Photo credit:
Adelson Rafael

GLOBAL ALLIANCE SUPPORTS GROUNDBREAKING LAND RIGHTS VICTORY

Land Rights Now (LRN) has grown into a respected alliance in the field of collective land rights and has helped push the issue on the political agenda of governments and the UN. LRN mobilizes and engages citizens and organizations worldwide through online calls to action and weeklong global campaigns. Twice a year, the alliance leverages its global influencing network to support a national campaign and set a precedent for other countries.

In 2019, LRN supported the Indigenous Peoples organization of Panama COONAPIP, the Tenure Facility, RRI, Rainforest Foundation and Oxfam. Their public engagement activities and high-impact social media campaign resulted in 25,615 signatures, which were handed to the Panamese Ombudsman. In November 2019, the coalition celebrated a victory: the Ministry of Environment signed a legal resolution recognizing indigenous land rights in protected areas. For about 15,000 indigenous people in at least 25 territories this means they can be granted legal land titles, enabling them to protect their lands from large construction projects (requiring FPIC) and illegal loggers. Given that indigenous peoples are the best forest guardians, the ruling is also an important environmental win, while it paves the way for other groups advocating for full recognition of indigenous peoples' land rights.



Video:

NASO king hands over 25,615 signatures in support of their land rights to ombudsman of Panama.

OUR FINANCE FOR DEVELOPMENT RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Result Year 4:	99
Accumulative result year 1-4:	316
Target end 2020:	284



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)

Result Year 4:	86
Accumulative result year 1-4:	217
Target end 2020:	276



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 4:	26
Accumulative result year 1-4:	141
Target end 2020:	121



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 4:	502
Accumulative result year 1-4:	2,440
Target end 2020:	1,528



CSOs INCLUDED IN SP (DD6)

Result Year 4:	930
Accumulative result year 1-4:	4,568
Target end 2020:	2,585



CITIZENS RAISED THEIR VOICES

Result Year 4:	582,325
Accumulative result year 1-4:	1,875,864
Target end 2020:	1,047,430



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 4:	100
Accumulative result year 1-4:	261,085
Target end 2020:	337,600

This chart represents the indicators and results of the Strategic Partnership program in its fourth year, covering the period from April 2019 to March 2020, towards the targets set for December 2020. On most indicators we note good progress. With the Fight Inequality Alliance reaching scale, and various public campaigns in different countries, such as Pakistan and OPT and also in the Netherlands, we see an increased number of citizens who have raised their voice. The publication on the IATI platform is an accumulative status of the results

updated daily. The results 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 and sometimes include members of network or member organizations, so they cannot be aggregated over the years. The number of unique civil society organizations identified as strengthened since the beginning of the program is 292 in Year 4 while 686 were included in the program.



Khim Thou (55) and Sorm Ngory (51) in the garden of the Mream Health center. The women have been trained as Community Accountability Facilitators by Star Kampuchea and became the driving force behind improvements in the health center. Photo credit: Michel Klinkhamer/Oxfam Novib

FINANCE FOR DEVELOPMENT

Citizens' voice is central in the fight against extreme inequality and for fiscal justice. In the Finance for Development ToC we both mobilize citizens to take action—while protecting their civic space—and challenge duty bearers to listen to these voices and take citizens' needs and demands into account. Good examples are the [Fight Inequality Alliance](#) (see case) and the demand for governments' accountability through citizens' budgets in OPT and Cambodia, respectively. We planned for a total of 1 million people to have raised their voice by the end of the program period, but by now already 1.8 million did take action, with 582,325 in 2019/20. Most of these citizens were mobilized by the Fight Inequality Alliance and Oxfam's Even it Up! campaign. Yet, national specific policy asks such as in Pakistan and in Niger, also contributed significantly to this encouraging result.

CONTEXT

Global inequality is shockingly entrenched and vast: the number of billionaires has doubled in the last decade and the richest 1% own as much wealth as 6.9 billion poor people. This gap cannot be resolved without deliberate inequality-busting policies. In 2019/20, opportunities to influence fiscal policies arose in **Vietnam**, where anti-corruption politics reached a new level, the Tax Administration law was revised and plans were developed for a National Green Growth Strategy. In Cambodia governance reform on public administration and public finance management provided entry points, while in **Morocco** the tax reform process and Morocco's membership of the [OECD/G20 Inclusive Framework on BEPS](#) offered advocacy opportunities. In **the Netherlands** the government signaled political will by announcing important reforms to curb the huge amount of profit flows going through the country.

Despite these positive developments, multiple countries still fail to collect sufficient revenues to provide their citizens with high-quality services—and thus fail to achieve the Sustainable Development Goals. Massive under-taxing of corporations and wealthy individuals is an undeniable cause of their poor domestic resource mobilization. At the OECD-led negotiations on new global tax rules, we advocated for

the inclusion of a global minimum effective tax rate to stop the global tax race to the bottom. For the first time, developing countries were among the 130 countries negotiating.

CAPACITY STRENGTHENING TO ENGAGE CITIZENS' VOICE

Together with partners we continued to use, refine and sharpen methodologies by Oxfam Novib to enable people to raise their voice and demand pro-poor, gender-responsive fiscal policies. The Fair Finance Guide (FFG) helps consumers take conscious decisions and the Fair Tax Monitor (FTM), and civic space monitor provide organizations with the knowledge, skills and confidence to engage in constructive dialogues on fiscal policies with decision-makers. In 2019/20, more partners joined the FTM group, expanding the geographical reach from 11 to 20 countries (Uganda, Senegal, Tunisia, Nigeria, Zambia, Egypt, Morocco, Malawi, Sierra Leone, Ghana, Burundi, Mozambique, Cameroon, OPT, Pakistan, Bangladesh, Vietnam, Cambodia, Peru and Brazil) and increasing opportunities for joint linking and learning. In Kenya and Cambodia we organized FTM methodology workshops, while in Vietnam a coalition of CSOs and in South Africa the Centre for Environmental Rights were supported with FFG trainings to effectively influence their financial sectors. As a result, Oxfam and partners in e.g. Nigeria, Uganda and OPT were increasingly able to influence public debates through the public launch of FTM country reports.

Moroccan partner ALCI organized trainings for civil society actors on gender and inequality, and trained 20 journalists on taxation and public spending, who reached out broadly to the Moroccan public. Combined with influencing meetings at the parliament, this eventually resulted in the Progress and Socialism party's parliamentary group adopting CSOs' recommendations such as a 5-year tax exemption for companies investing in disadvantaged areas.

Video:
Leveraging innovation to include citizen's voices for improved public services in Vietnam.



After a training by partners, young people in **Niger** proposed a new application with which they can track budgets, looking particularly at the collection and spending of taxes in their region. Oxfam and partners will support the youth group to further develop the app as it has the potential to increase fiscal transparency and accountability, and more importantly has boosted young citizens' engagement in fiscal processes.

In **Nigeria**, workers in the informal sector, women and youth groups were trained to question illicit tax collectors, track budgets and demand service delivery at community level. Participants felt more confident to act, resulting in some states cutting off illicit collectors (thereby increasing government's revenues), and others arranging for tax revenues flowing back to the tax-paying communities.

Youth groups in **Cambodia** and partners organized community trainings, public debates and radio talk-shows to raise awareness on fiscal justice, national budget, and budget accountability. Their improved capacity to monitor commune budgets and service provision performance, led to increased accountability and public services investments by health and education departments.

JOINT INFLUENCING TO AMPLIFY CITIZENS VOICE

Thanks to capacity strengthening by partners, citizens gained increased confidence to engage in dialogues with decision-makers and raise their voice.

In **Morocco**, we celebrated a huge success in August 2019, when King Mohammed VI announced plans for a new economic model that would also tackle inequality. Strategic publicity on inequality earlier that year likely has contributed to this result, which is considered as a response to various social movements, mainly Hirak Rif (2016-2017). Responding to the political context, Oxfam launched the Morocco Inequality Report days before a large governmental conference on tax reform. Seven partners released a memorandum, demanding progressive tax reform and inclusion of civil society in the drafting process. The campaign was closely linked to the international efforts around the World Economic Forum (WEF) in Davos and successfully pushed the rather technical debate on public spending and inequality into a more public and political debate.

Partners in **Niger**, supported by national and international NGOs, helped to ensure that the government

reversed its decision to withdraw from the Extractive Industry Transparency Initiative (EITI). As part of the advocacy, partners had effectively mobilized citizens' voice through demonstrations, media engagement, public statements of CSOs, and radio and television debates.

Thanks to joint influencing by partners, the **Indonesian** government stated that it intends to ratify the so-called **Multilateral Instrument** which creates a minimum level of protection against tax avoidance through its tax treaties. The statement came only a few weeks after the launch of SOMO's and Prakarsa's report 'How the Indonesia-Netherlands tax treaty enables tax avoidance' in December 2019; the government followed the most important recommendation of the report.

CITIZENS TAKING ACTION TO HAVE THEIR VOICES HEARD

In our ToC, Oxfam's international campaigning provides an accessible narrative to mobilize citizens to raise their voice. Following the successful Money for Medicines campaign in **OPT** (2018), partners organized another campaign to raise the voices of the many Palestinians in need of better healthcare. The **Right2Health** campaign succeeded in collecting more than 50,000 signatures calling for more medical staff and affordable medicines, stating these could be funded by abolishing the hospitality tax deduction for corporates.



Right2Health campaign

Funding for public healthcare through better domestic resource mobilization also was the central theme of successful campaigns in **Uganda**—demanding increased funding to end critical shortages in blood banks and fight the high maternal mortality—and **Pakistan**, where people stood up against the 500% increase of medicine prices. Partners in Uganda reached 650,000 people using (social) media, had an explosive **investigative report** (co-funded by Moneytrail) aired on national TV, and organized public marches and debates with health and finance ministers. Initial impact includes the parliament summoning the Minister of Health and the government requesting us to collaborate in tackling the issue.

In **Pakistan**, our 5 year-long support to the Tax Justice Coalition, and working with Fight Inequality Youth Alliance (FIYA) groups, payed off. In 2019/20 they organized 25 public forums engaging 2,470 citizens and

community leaders, and a (digital) public campaign, [Ain Illaj](#) reaching over 7.2 million people. Citizens started sending complaints to the health ministry and a petition was signed more than 125,000 times. As a result, the government announced a national policy to ensure affordable medicines.

LESSONS LEARNED

In the Finance for Development ToC, citizens are key agents of change. Our assumption was that a critical mass of citizens and CSOs, organized in networks, is needed to influence decision-makers. In the text above we have highlighted several examples of how change happens; among them the campaigns for financing healthcare in Pakistan and OPT.

Both campaigns recognized the engagement of youth as an opportunity to improve the quality of local healthcare services. As we mentioned earlier, the Right2Health (R2H) campaign in OPT had a successful predecessor (Money for Medicines) in which youth also played a crucial role. Having learned that engaging youth can be a decisive factor, partners worked more closely with youth in the campaign strategy.

Considering young women and men as advocates to influence fiscal policies proved its successful impact during this R2H campaign. Additionally, budget analysis and advocacy by CSOs, alliance building and collaboration with the media were critical to push for key policy changes, and to ensure officials' responsiveness to our requests and recommendations, both in **OPT** and in **Pakistan**.

FORCING OIL MULTINATIONALS TO PAY VIETNAMESE TAXES

Our Strategic Partnership is proud of the Building on established relations with the Vietnamese government, partners are able to effectively voice civil society's concerns regarding tax and public spending issues. As instrumental partners of the Vietnamese government, we played a pivotal role in assisting Vietnam to collect back taxes after multinational oil companies ConocoPhillips and Perenco attempted to avoid paying US\$179 million.

The multinationals had sold Vietnamese oil fields and pipelines for US\$1.3 billion, but utilized an 'investment protection' mechanism to prevent the tax administration from collecting taxes. Instead, they sued the Vietnamese government in a secretive international court. Oxfam Novib and partners supported the government by raising public awareness about the issue and by providing technical support. Co-funded by

this Strategic Partnership, we worked with journalists through our investigative journalism program MoneyTrail, leading to groundbreaking [publications](#) both inside and outside Vietnam. In close cooperation with local partners, we researched specific corporate transactions that determined the avoidance of taxes. As a result of these efforts, in 2019 the Vietnamese government was able to reach an out-of-court settlement and received an undisclosed amount as payment for the back taxes.

The final settlement represents an important victory by a developing country against tax avoidance strategies of multinational corporations. Moreover, the positive outcome could signal the way forward for other countries to reassert the importance of corporate taxation and their right to collect more revenue.

SHIFTING THE NARRATIVE ON GLOBAL INEQUALITY

The Usawa March, organized by the Fight Inequality Alliance in Kenya, to deliver a 10-point demand to President Uhuru Kenyatta's government to fight inequality. Photo credit: Kenyan Mwangi/Fight Inequality Alliance



This Strategic Partnership supported the Fight Inequality Alliance (FIA) from the start and assisted in strengthening coordination of its chapters in 2019/20. The 200 organizations that constitute FIA, are dealing with inequality on a daily basis, and aim to bring the experiences and voices of those most affected by inequality into the global debate. And they do so successfully: the alliance is effectively shifting the narrative on inequality from an issue that should be 'solved' by the ultra-rich 1%, to the stories of those who live it every day.

The growing recognition for FIA increasingly enabled its national and regional chapters to influence political agendas. In January 2020, the Kenyan Fight Inequality Alliance mobilized hundreds of activists who delivered 10 demands to the government, ranging from allocating resources to climate change protection, to ending harmful tax incentives. In a huge win,

the alliance was invited by the national treasury to send budget proposals, with the aim of developing policies to tackle inequality in the country.

In the same week, the Asian FIA chapter mobilized over 3,000 people and around 100 social movements and civic leaders. And while people around the world demonstrated, Oxfam supported the message with its influential annual inequality report, that resonated widely (12,703 media hits) and was picked up by influential global leaders.

The message that solutions to inequality should come from the millions of people living it echoed globally, when Pan-Africa FIA coordinator Njoki Njehu was invited to the 2020 World Economic Forum. With her statement to abolish billionaires she attracted a lot of media attention for the perspectives of those affected by inequality.

OUR CONFLICT AND FRAGILITY RESULTS VERSUS PLANNED TARGETS



LAWS, POLICIES, PRACTICES INFLUENCED (DD2)

Result Year 4:	34
Accumulative result year 1-4:	66
Target end 2020:	120



CSOs SUCCEED IN CREATING SPACE AND POLITICAL WILL (DD3)

Result Year 4:	34
Accumulative result year 1-4:	90
Target end 2020:	99



ALLIANCES CARRIED OUT ADVOCACY INITIATIVES (DD4)

Result Year 4:	21
Accumulative result year 1-4:	62
Target end 2020:	92



CSOs INCREASED LOBBY & ADVOCACY CAPACITIES (DD5)

Result Year 4:	118
Accumulative result year 1-4:	367
Target end 2020:	259



CSOs INCLUDED IN SP (DD6)

Result Year 4:	110
Accumulative result year 1-4:	734
Target end 2020:	604



CITIZENS RAISED THEIR VOICES

Result Year 4:	554
Accumulative result year 1-4:	55,761
Target end 2020:	187,518



CITIZENS CHANGED THEIR ATTITUDES/NORMS

Result Year 4:	304
Accumulative result year 1-4:	115,790
Target end 2020:	720

This chart represents the indicators and results of the Strategic Partnership program in its fourth year, covering the period from April 2019 to March 2020, towards the targets set for December 2020. Although all indicators show less progress than the R2F and F4D indicators, the increasingly dangerous and restricted environment in which CSF partners operate, demands respect for the achieved results. At the global level, they could use Oxfam's international campaigns as a platform for partners to raise and amplify citizens' voice, for instance by linking South Sudanese women's Born to Lead alliance to the international #IMatter

campaign. The publication on the IATI platform is an accumulative status of the results updated daily. The results 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 and sometimes include members of network or member organizations, so they cannot be aggregated over the years. The number of unique civil society organizations identified as strengthened since the beginning of the program is 201 in Year 4 while 489 were included in the program.



Elizabeth is a primary school teacher. She features in the [#BornToLead](#) campaign, which showcases the many faces of South Sudanese women's strength and leadership. Photo credit: Bullen Chol/Oxfam

CONFLICT AND FRAGILITY

Mobilizing peoples' voices is not only very challenging for partners and projects operating in conflict-affected areas, but it also poses significant risks to those involved, especially in times of shrinking civic space. While we aimed for 187,518 citizens to have raised their voice by the end of 2020, the harsh reality on the ground turned this into an unachievable target. We are proud of the courageous partners who, despite the devastating civil wars in Yemen and South Sudan, and the increasingly complex situation in countries such as Afghanistan and Myanmar, managed to mobilize the voices of 55,761 people, of whom 554 that were counted during the reporting period while many more people showed support internationally through for example the [#IMatter](#) campaign on social media. In constraining contexts, partners' focus angle on voice is on ensuring that duty bearers consult and take into account citizens. They lobbied and advocated for women's protection (Afghanistan) and inclusive peace processes (Afghanistan, Yemen, Niger and South Sudan).

Through baseline and endline surveys, the impact measurement department at Oxfam Novib evaluated the outcome of citizens' voice in Niger and Pakistan. Findings included that women in Pakistan gained confidence to speak up in relation to water governance at community level and beyond, and that men in Niger were increasingly involved in peacebuilding.

CONTEXT

In most countries we work in, structural patterns of fragility and conflict persist, while the civic space crisis has deepened across the globe. According to [CIVICUS Monitor](#), by the end of 2019 twice as many people lived in repressed countries compared to 2018. For partners in countries such as war-torn Yemen (rated 'closed'), working on Women, Peace and Security (WPS) is extremely challenging. Here, national policy changes are out of reach for the near future (see case).

In August 2019, [Afghanistan](#) finally [launched](#) the second phase of its UNSCR 1325 National Action Plan

(2019–2022). Given the lack of impact of this plan so far, there is little hope that it will effectively further women’s participation in peace and security. The same goes for the impact of the US–Taliban agreement, in which neither women nor civil society were involved. Afghanistan’s track record of inclusive peace is disappointing: research (to be published in Summer 2020) by Oxfam and partners shows that women were present in only 15 out of 67 formal and informal talks in the past 15 years. This is at odds with women’s loud call to be included, through campaigns such as [#AfghanistanWillNotGoBack](#) and [#MyRedLine](#).

UN Security Council Resolution 1325 on Women, Peace and Security (UNSCR 1325) celebrates its 20th anniversary in 2020, just like the Beijing Declaration and Platform for Action was adopted 25 years ago. Partner [FEMNET](#) published [a parallel report in review of the Beijing declaration](#), providing recommendations to governments on what still needs to be done. Yet the Covid-19 pandemic has cancelled or postponed important events to mark these anniversaries; complicating our efforts to put WPS-related issues in the spotlights this year.

On the positive side, we witness a growing momentum to influence the private sector. [The International Dialogue for Peacebuilding and Statebuilding \(IDPS\)](#), the [UN Working Group on Business and Human Rights](#), and the [World Bank Group](#), all stress its important role in conflict transformation and peacebuilding.

CAPACITY STRENGTHENING TO ENGAGE CITIZENS’ VOICE

Oxfam and SOMO’s capacity building efforts led to more frequent advocacy initiatives by civil society partners. Another result was that citizens gained better access to services, such as protection and justice in cases of gender-based violence, and to the duty bearers responsible for providing these services.

In **Niger** for example, partners trained community members and communal authorities on legislation related to natural resource management. As a result, and despite the increasing volatile context, participants were better able to support their communities in solving and preventing conflicts on natural resources. The community peace committees set up in this country successfully strengthened community-level awareness and capacity for conflict resolution. As a result, they solved several conflicts peacefully, assisted citizens in restoring their rights, and supported community members who were brought to justice.

The following examples showcase the added value of the choices Oxfam, SOMO and partners made for the second phase of this program, building more connections at the regional level in Africa, and facilitating voices to be heard at international level, because of restrictions at country level.

[Strategic Initiative for Women in the Horn of Africa \(SIHA\)](#), trained 75 first responders at grassroots and community level, across Somalia/Somaliland, **Uganda** and **South Sudan**, on gender-based violence. By including community members as first responders, and creating referral pathway directories for each context, SIHA increased survivors’ confidence in a reporting system that operates across local government and non-state actors. The first responders’ networks have reported increased numbers of survivors accessing supportive services.

In multiple workshops, the **African Security Sector Network (ASSN)** connected CSOs to relevant networks and trained them on inclusive security sector reform. One example is a learning event, hosted at the African Union, in which CSOs from seven countries exchanged best practices to reclaim civic space around security issues. In addition, they identified strategies to engage with authorities and join decision-making processes. This eventually led to a useful advocacy report for CSOs, [published after the reporting period](#).

JOINT INFLUENCING TO AMPLIFY CITIZENS’ VOICE

Working in coalitions and across boundaries was key to amplify citizens’ voice in the various interventions in the Conflict and Fragility ToC. The examples from South Sudan, OPT and an international forum demonstrate this approach. Partners in **South Sudan** jointly influenced the National Constitution Amendment Committee (NCAC) through the South Sudan Civil Society Forum (SSCSF). Their active lobby for security sector reform resulted in the NCAC adopting SSCSF’s recommendations for amendments of security sector laws, including the South Sudan Police Service Act.

In **OPT**, Women’s Centre for Legal Aid and Counselling (WCLAC) collaborated with two CSO coalitions, together representing 31 organizations—to increase pressure on the government to advance women’s rights. The alliance reacted quickly when they learned that the government had drafted a Family Protection

Law, which is crucial to address gender-based violence, without involving CSOs. Shortly before it passed, the organizations presented their recommendations to the government and started to organize a public campaign, to engage CSO coalitions in the review of the draft law.

At the annual meeting of the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS), a South-North non-governmental coalition of peacebuilding organizations, Oxfam and SOMO released [Ready to engage?](#) This report was timely and relevant, as it provides practical guidance for and fed into a debate on civil society's engagement related to IDPS' recent priority on 'supporting a peace promoting private sector', initiating CSPPS's engagement, including its members from the global South, with IDPS on implementing this priority theme.

CITIZENS TAKING ACTION TO HAVE THEIR VOICES HEARD

To amplify voices of women and girls living in acute, fragile and protracted crises, Oxfam [launched](#) the global [#IMatter](#) campaign during the annual celebration of UNSCR 1325 in New York, in October 2019. #IMatter is a non-branded worldwide solidarity movement of 60 organizations, demanding that these women and girls are seen as leaders and peacebuilders. The launch reached nearly 4 million people through social media of whom 90,000 actually engaged with the campaign. The global #IMatter campaign created space for several other events and campaigns. Women from Sudan (amongst them '[Woman in white](#)' Ala'a Salah, symbol of the Sudanese protest movement) and Colombia addressed the UN Security Council through the NGO-Working Group on WPS. Other examples include the launch of the Born to Lead papers (see case) and the launch of the [Conflict in the Time of Coronavirus report](#) in May 2020 (after reporting period). The latter was the result of our strategizing with partners about ways to support the call of the UN Secretary-General António Guterres for a global ceasefire in March 2020.

The increased confidence of women in **Pakistan** to speak up in community level meetings, contributed to an important policy result. Following the raised voices of communities and the strategic influencing by partners, a bill for amendment in the water law has been tabled in the renewed Sindh Provincial Assembly and is soon to be notified, which will include 50,000 women and landless farmers in the province's irrigation management system.

In **Nigeria**, we worked on changing norms and attitudes to enable women's participation in community development committees, and engage with **private sector** actors that affect their lives and livelihoods. This work bore fruit through community outreach, including traditional leaders, and engaging with women groups and companies: women increasingly play a key role in negotiations with oil companies about community-centered development investments, such as schools or health centers.

Following SIHA's trainings and mobilization of grassroots networks on women peacebuilders as described above, women in **South Sudan** and Somalia/Somaliland have started mobilizing people to push for wider change. For example, in March 2020 a group of 36 women and four men in Somalia, both young university students and seasoned women peacebuilders, developed strategies to advocate for women's human rights. Amongst others, they demand the government to sign and ratify international women's rights frameworks, such as the Convention on the Elimination of All Forms of Discrimination (CEDAW).

LESSONS LEARNED

Compared to last year, we see a substantial increase in results that are related to learning about 'what works' in practice. This is particularly important in challenging circumstances in conflict-ridden and fragile country contexts. Examples include learning events on WPS in The Hague, Kabul and Copenhagen, on inclusive security in Dubai with the Afghan and Dutch police, and on civic space in Addis Ababa. New insights on integrating Afghan women in the police were published in the report [A Tale of Two Pragmatisms](#).

Lessons from our private sector work in **Myanmar** show that constructive engagement with the private sector can be effective. For example, Chinese companies reportedly prefer verbal meetings to share recommendations over written emails. Such face-to-face meetings can enable meaningful dialogues through which recommendations of CSOs are more readily adopted and companies can share their perspectives, supporting mutual trust. However, meetings should be managed carefully, as private sector engagement still poses risks for CSOs having, or being accused of having, conflict of interests while engaging with private sector companies.

One important lesson learned during the civic space workshop held with ASSN and the **African Union** in Addis Ababa in February 2020, and throughout the project, is that partners positioning themselves as thematic and technical experts create greater legitimacy and credibility of civil society. When decision-makers perceive civil society as adding value and expertise to the discussion, this increases the openness of authorities towards inclusion of CSOs in decision-making.

SOUTH SUDANESE WOMEN ARE BORN TO LEAD

The South Sudanese women's movement, including organizations such as Crown the Women, has played crucial roles advocating for a peaceful resolution to the conflict, which works for all, not just those in power. Yet despite this, they continue to face multiple barriers to their participation in the implementation of the peace agreement and in decision-making at all levels.



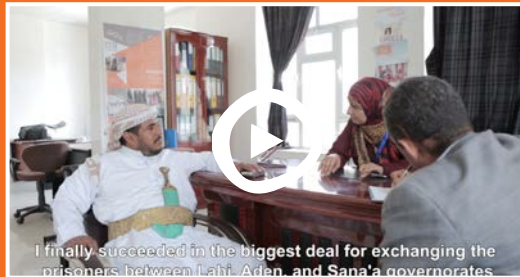
Video:
Born to Lead.

In 2018, South Sudanese women's rights organizations coalesced in the 'Born to Lead' alliance, pushing for a future where women

and girls have the power to influence the decisions that affect their future through equal participation in peace-building and policy-making. Oxfam works with the Born to Lead alliance, to support them in their crucial efforts. In January 2020, Born to Lead, Oxfam, and UN Women co-published the research paper 'Our Search for Peace: Women in South Sudan's Peace Processes, 2005-2018', showing that including women in peace talks contributes to the likelihood of reaching a sustainable peace. The launch of the study—and a companion policy paper—in Ethiopia and South Sudan, brought together prominent women peacebuilders, civil society, and key stakeholders including the Intergovernmental Authority on Development (IGAD), the Eastern African regional bloc that convenes the peace process. They shared recommendations to promote women's leadership and participation, and further built the momentum of civil society and increasing the political will of powerholders to ensure women's participation.

BRAVE YEMENI PARTNERS FIGHT FOR INCLUSIVE PEACE

Video campaign by the Bilqis granddaughters, advocating for women's rights and inclusive peace in Yemen.



As Yemen's civil war continues unabated, civil society organizations have been cornered by complicated and non-transparent registration processes and unjustified suspicions of having connections with one of the armed groups. On top of that, the de-facto authorities in the North of Yemen are not receptive to CSOs that work on gender justice and equality. Within this constrained space to speak and act, and despite the devastated state of the country, Yemeni partners work relentlessly on human and women's rights issues and towards inclusive peace and security. They train local leaders and civil society partners, improving their negotiating and advocacy skills. Among them are the Bilqis Granddaughters, a group of women promoting women's rights and inclusive peace, and SOS Center for Youth Capabilities Development, which organizes 'interactive theatre' about women's participation in political and peacebuilding processes. Across borders, we brought the perspective of Yemeni women's rights organizations to international policymakers, during a series of advocacy meetings in European capitals. At a WPS conference in Denmark, the women exchanged best practices with colleagues from other conflict-affected countries, and discussed opportunities for cross-country collaboration.



Activist Njoki Njehu at the Fridays for Future event, just before her participation in the World Economic Forum 2020. Photo credit: epa-efe/European Pressphoto Agency

CONCLUSION AND WAY FORWARD

Working in more equal partnerships is core to our work in the second phase of this 5-year program, which started in 2019/20. The cases and results we have highlighted showcase how co-creation and co-implementation are part and parcel of the way we work together in our evolving worldwide influencing network. Oxfam Novib also revisited its partner 'risk assessment tool' and applied the [PARTOS Spindle powertool](#) to facilitate more equal partnerships. The Covid-19 pandemic made it all the more clear that this mutual understanding and respect is crucial to cope with the devastating global impact of this virus.

Across all three Theories of Change, partners increasingly engage with a wide range of private sector actors. In developing the necessary capacities, they benefit from SOMO's research expertise and Oxfam's insider and outsider influencing tactics. Noteworthy is the growing support for our policy asks among some companies, for example in the Behind the Barcodes campaign. Drawing on lessons learned, we will reflect more deeply on the role of private sector actors in our Power of Voices program—and more specifically on the cautious steps from shareholder to stakeholder value that we observe.

However diverse the relationships with Dutch Embassies and Representatives may be, its added value to the Strategic Partnership is crystal clear, most certainly when partners are faced with shrinking civic space in countries such as Pakistan. Depending on the local contexts, Oxfam, SOMO and partners regularly share information or strategically collaborate with Dutch diplomatic representatives. For example, Tax Justice Alliance Uganda (TJA-U) was able to influence the renegotiation of a Double Tax Agreement (DTA) between Uganda and the Netherlands, because the alliance could [meet the Dutch mission](#). This happened after interaction between the Dutch Ministry of Foreign Affairs, Oxfam Novib and TJA-U representatives in the Netherlands. TJA-U voiced the demand to have Uganda regain its taxing rights on income generated by Dutch companies operating in Uganda, and presented the gaps in the current DTA in a policy brief. TJA-U's dialogues with officials from both governments resulted in renewed commitments on a fair DTA.

Shortly before the end of this reporting year, Covid-19 posed challenges for the program implementation. Oxfam Novib and SOMO stand with the most vulnerable people who are, again, hit the hardest by the extreme

economic and social impact of this crisis. Hindered by lockdowns and health emergencies in the short term, we mutually started to adjust. Partners swiftly changed to monitoring Covid-19 responses on civic space, equality, tax justice and social spending, others adapted their influencing strategies based on increased food security risks and the devastating impact on smallholder farmers and indigenous communities. Our influencing capacity is impacted by restrictions on the freedom to assembly and an upsurge in 'fake news' laws targeted at silencing critical voices; this increases self-censorship amongst our partners. To support them, Oxfam and partners launched several campaigns and eventually (in July 2020) an alarming report on Covid-19 linked hunger.

Our Strategic Partnership has enabled millions of people to impactful raise their voice, challenge powerholders and have a say in the future direction of their society. Not only by building capacities of partners, but also by learning from their knowledge and expertise, and by jointly influencing duty bearers to consult their citizens and take their needs into account. Looking back, we conclude that together we have increased citizens' voice across the three Theories of Change. Moreover: raising citizens' voice remains central to our theories of systemic and transformative change.

ACRONYMS AND ABBREVIATIONS

ALCI	Mouvement Alternative Citoyenne (Alternative Civic Movement)	IGAD	Intergovernmental Authority on Development
APF	ASEAN People’s Forum	KPA	Konsorsium Pembaruan Agraria (Consortium for Agrarian Reform)
ASEAN	Association of Southeast Asian Nations	LRN	Land Rights Now
ASSN	African Security Sector Network	NCAC	National Constitution Amendment Committee
BEPS	Domestic tax base erosion and profit shifting	NGO	Non-governmental organization
C&F	Conflict and Fragility	OECD	Organization for Economic Co-operation and Development
CEDAW	Convention on the Elimination of All Forms of Discrimination	OPT(I)	Occupied Palestinian Territory (and Israel)
COONAPIP	Coordinadora Nacional de Pueblos Indígenas de Panamá (Indigenous Peoples organization of Panama)	R2F	Right to Food
CoP	Conference of Parties	R2H	Right2Health
CSO	Civil society organization	RRI	Rights and Resources Initiative
CSPPS	Civil Society Platform for Peacebuilding and Statebuilding	SIHA	Strategic Initiative for Women in the Horn of Africa
DTA	Double Tax Agreement	SOMO	Stichting Onderzoek Multinationale Ondernemingen (Centre for Research on Multinational Corporations)
EC	European Commission	SSCSF	South Sudan Civil Society Forum
EITI	Extractive Industry Transparency Initiative	TJA-U	Tax Justice Alliance Uganda
F4D	Finance for Development	ToC	Theory of Change
FAO	Food and Agriculture Organization	UNSCR	United Nations Security Council Resolution
FFG	Fair Finance Guide	UTP	Unfair trading practices
FIA	Fight Inequality Alliance	VR	Virtual reality
FIYA	Fight Inequality Youth Alliance	WCLAC	Women’s Centre for Legal Aid and Counselling
FPIC	Free, prior and informed consent	WEF	World Economic Forum
FTM	Fair Tax Monitor	WPS	Women, Peace and Security
IATI	International Aid Transparency Initiative		
IDPS	International Dialogue for Peacebuilding and Statebuilding		

COLOPHON

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Cover photo: Activists leading the Usawa March, organized by the Fight Inequality Alliance in Kenya, to deliver a 10-point demand to President Uhuru Kenyatta's government to fight inequality. (See case on page 20: Shifting the narrative on global inequality)

Photo credit: Kenyan Mwangi/Fight Inequality Alliance

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