

# Monitoring Report 2012



**IMPACT alliance**  
SOMO  
HIRDA  
1%Club  
Butterfly Works  
Oxfam Novib



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## 2012

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## Introduction

This is the monitoring report of the IMPACT alliance, covering results achieved in 2012 (MSF-II). It comprises a report on the programme as well as the organisation, based on the activity plan 2012. It is in line with the monitoring protocol as agreed with the Ministry of Foreign Affairs.

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

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

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

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

Chapter 1 is an overview of the year 2012 by the IMPACT alliance.

Chapter 2 reports on the results per programme, listing outcomes and outputs for 2012 next to the priority result areas of the Ministry. Under each result area, the outcomes are provided that contribute to it. Outcomes can contribute to more than one result area, and the result areas also include a variety of case studies.

The results on international lobby and advocacy<sup>1</sup> are grouped according to the programmes first, and next to the priority result areas. The IMPACT alliance follows a programmatic approach with a combination of different intervention strategies, where local and global levels are integrated. This means that international lobby and advocacy is an integrated part of the programmes of the IMPACT alliance. For the purpose of reporting to the Ministry of Foreign Affairs, a distinction is made and the outputs on international lobby and advocacy are reported on separately.

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

As well as this monitoring report to the Ministry of Foreign Affairs, the members of the IMPACT alliance will issue a public report on the results established in 2012. This public report will be accompanied by case studies and impressions of the work of partner organisations that the IMPACT alliance works with as well as the alliance itself.

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<sup>1</sup> In this report we use the DSO provided terminology Lobby and Advocacy. The Oxfam Novib's terminology used is Advocacy and Campaigning.

# 1 Directors' Report 2012

## Fierce swings overshadow fragile recovery

Slowly but surely the world appears to be getting a stronger grip on the aftershocks of the big financial crisis. World trade is picking up hesitantly and the worst of the euro crisis seems to have passed. We even got to see surprising growth statistics in many developing countries, including in Africa. There are national economies and businesses that have used the crisis to make the transition to a more sustainable way of operating. Alas, their lead has not yet been followed widely enough.

This fragile economic recovery cannot hide the fact that 2012 was also characterised by a lot of political and social unrest. Inequalities within and between countries appear to have grown quickly. The high price many ordinary people have had to pay for the mistakes of the financial and economic elite has led to power changes around the world, but also to rising isolationism. "Blood is thicker than water" became the new motto – and everyone else has to sort things out for themselves.

The noticeable impact of climate change also gave cause for serious concern. Not only has global warming continued, but extreme weather events too were more frequent. We have witnessed more and bigger floods, super storms and periods of extreme heat. This gave rise directly and indirectly to more hunger in already vulnerable regions, such as the Horn of Africa and the western Sahel countries, where about 18 million people faced famine conditions. Oxfam reached over 1 million people with a co-ordinated response in seven countries. Oxfam Novib led the response in Niger. Joint lobbying has resulted in the recognition and implementation of the Food Charter, and in a proposal to set up national and regional food reserves.

The extreme drought in the US, where wheat and maize harvests failed, also produced severe food price shocks, with prices sometimes rising by over 50%. Oxfam's GROW campaign, focused on food security for all, now and in the future, is more relevant than ever.

Many fragile states not only struggled with huge food shortages, but also with new explosions of violence. The conflict in the east of DR Congo reignited in the second half of 2012, resulting in a huge increase in the number of displaced people and refugees. The fighting over land and oil between the Sudans also reignited. In Somalia the government appears to be more securely in charge, with the help of the African Union and Kenya, forcing the rebels of Al Shabab into the defensive. In Mali, however, the aftermath of the civil war in Libya and dissatisfaction among the Tuareg have led to the conquest of the north, the sudden rise of Islamic fundamentalists and a coup d'état in the south. The net result is that a country which was seemingly making slow but steady progress in the struggle against poverty has now regressed into lawlessness and food insecurity, aggravated by a refugee crisis.

The terrible civil war in Syria, with tens of thousands of people dead and still without a solution in sight, is a tragedy. In the Arab world we have also witnessed the power of the people's voice, when people join hands to express their opinions. People were on the streets in droves, calling for freedom and raising their voices against injustice. This mass popular movement in the Arab world has not everywhere led to the change these people clamoured for.

It speaks for itself that Oxfam Novib and its partner organisations provide extra humanitarian aid where possible, for instance in the form of capacity building of our partners in the Sahel. Our structural development projects are also paying more and more attention to strengthening people's resilience, by better preparing them for disasters, by involving them in conflict transformation, and by collaborating with them on enhancing their food security (via our GROW campaign). Many obstacles to development, however, are of a political nature. That is why we are and will stay active in individual countries and worldwide to combat forms of harrowing inequality. Oxfam Novib will continue to use BankWiser, for example, to make the financial sector more responsible. We are advocating that the tax avoidance of multinationals be addressed. And in many places we are fighting the nasty practice of land grabbing.

## Less space for civil society

In many countries there is decreasing space for civil society to call power-holders to account. 2012, for instance, was an exceptionally lethal year for journalists. The number of journalists killed last year, because of their work, rose by 33%. An estimated 130 journalists have perished. The number of international aid workers killed or kidnapped is even higher, at 187 persons. Many human rights activists have disappeared or been prosecuted and convicted on trumped-up charges. In Laos, for instance, land rights activist Sombath Somphone, founder of our partner organisation PADETC, has disappeared without trace.

It is impressive to see people daring to speak out against injustice, aware that their words and deeds may result in intimidation, violence or even death. That is also why we continue to present the Oxfam Novib PEN Award to really courageous people, although they do not consider themselves as such – they always reserve the term

“courageous” for others, the ones left behind, imprisoned or robbed of their lives. This year Syrian writer Samar Yazbek was one of the winners. Special mention needs to be made of her novel “A Woman in the Crossfire”, published in the Netherlands by Oxfam Novib, among others.

Another courageous person, who became an icon of girls’ right to education last year, is the 14year old Pakistani girl Malala Yousafzai. She barely survived a Taliban attack and was grievously wounded. This callous attack led to national and international outrage. We launched a Facebook action, in collaboration with our office in Pakistan, which quickly collected over 8,000 shares, and this was followed by a wake in two Pakistani cities, where over 8,000 candles were lit in each city.

### **Internationalisation**

Going against the trend of growing isolationism, Oxfam Novib’s internationalisation is forging ahead. In this respect 2012 was a very positive year. Important milestones were reached in our ambitious change agenda. The decentralisation of our partner-related work was completed in no fewer than sixteen countries. In a yet larger group of countries the different Oxfams are now working in an integrated fashion under a single name, based on a common strategy and mostly from a single country office. The continuing internationalisation of Oxfam is permitting us to enhance the impact of our work. Our success in raising new funds with international donors is a clear sign of their appreciation of this new approach of Oxfam.

As one of the founders of the Confederation Oxfam International, we are also proud that it has now grown to include 17 affiliates. Last year Oxfam Japan and Oxfam Italy formally joined the Confederation. In Brazil we are working with partner organisation Vitae Civilis on founding an Oxfam Brazil. Similar preparations are also underway in South Africa. We already have affiliates in China, India and Mexico.

Last year we and other affiliates of Oxfam International worked hard on Oxfam International’s new common Strategic Plan for the period 2013 to 2019. Through this plan we are making the necessary tough choices for an action-ready and relevant role as an international NGO in a rapidly-changing world. We do this in the awareness that poverty is not just concentrated in the poorest countries, but that big inequalities in emerging economies and in developed countries also prevent people from realising their rights. To empower people to wrest themselves free from poverty and get access to sustainable social services, such as quality health care and education, it really matters to give people a voice and the opportunity to decide on their own fate.

At the moment Oxfam has an affiliate or lobby office in 17 of the G20 countries, enabling us to respond to the new multipolar power relations in the world. The rising influence of countries such as China, India, Brazil, South Africa and Russia was noticeable at large multilateral meetings such as the Rio+20 Summit in Brazil, the G20 in Mexico and the Climate Summit in Doha. By having an Oxfam in these countries and by actively working on broader alliances with other organisations, we are better able to influence such important negotiations.

Last year extra attention was paid to strengthening the Southern voice in the preparations for the agreements meant to succeed the current Millennium Development Goals in 2015. Ambitious development goals should be combined, in our view, with sustainability goals that ensure that the planet’s limits are taken into account. Otherwise, we will not succeed in offering future generations a more just world, without poverty.

### **The end of rebuilding is in sight**

Oxfam Novib has been working on a drastic rebuild for over two years now. Important strategic choices have been fleshed out, including to focus more strongly on a much reduced number of countries – which meant phasing out of relationships with a large group of partners. This process has now been completed. In Latin America our work is now limited to supporting Oxfam Mexico and Oxfam Brazil, and to a set of outstanding microfinance loans. The lion’s share of Oxfam Novib’s work now takes place in Africa, the Middle East and Asia.

The change process of decentralising our country programmes from The Hague to the countries where we work has been particularly significant. Benefitting from excellent preparations, this decentralisation also entailed a far-reaching modernisation of our business operations. In 2011 we were able to officially open offices in the first six countries, as part of an Oxfam office in those countries, and we succeeded in doing the same in no fewer than eleven other countries in 2012. They are Afghanistan, Bangladesh, Burundi, Niger, Nigeria, Mozambique, Senegal, Tunisia (the management base for the programme in three other Maghreb countries), Uganda (the management base for Rwanda), and South Sudan.

In the first six months of 2013 the last four countries will be decentralised. The Board of Directors is extremely proud of the way in which staff committed to make this possible. Their willingness to change, commitment and engagement were impressive. We hold deep respect for the colleagues engaged in this work, knowing that they would also be heralding the end to their working life at Oxfam Novib. No matter how justified and necessary the

process of decentralisation was, we had to say goodbye to people who for years had put their heart and soul into Oxfam Novib and its local partners, and we hugely miss them.

One of the most visible and far-reaching effect of decentralisation is the increase in the diversity of our staff. We have mainly recruited local staff to implement country programmes. This is helping to reinforce the voice from the South in our work, though internationalising our human resources policy involved big challenges, for instance navigating local differences in legislation.

### Several programme results

Whilst making headway on our rebuilding process, we also worked hard on the goals we had set for our five big programmes. By launching new actions and releasing reports in the context of the GROW campaign, we have succeeded in gaining support internationally for addressing the main causes of the lack of food security. In part because of this, the UN Committee on World Food Security (CFS) adopted voluntary guidelines for large land purchases, and the International Finance Corporation, the World Bank's investment branch, was forced to tighten its guidelines on land investments.

Alongside our work on land grabbing, fierce debates arose – including in the Netherlands – on food price speculation, land grabbing, outdated biofuel policies and the ongoing lack of investments in small-scale farmers. This, in turn, has led to parliamentary questions, to special public hearings, to extra policy letters of the Dutch government and to a dialogue with the Dutch governor of the World Bank.

Thanks to our use of the BankWiser to publicise research into the involvement of bank groups in land grabbing, several banks have tightened their policies. In Cambodia, Indonesia, Uganda and Mozambique, among others, Oxfam Novib has supported specific work on protecting land rights.

With the help of a critical report and a chastising campaign denouncing the use of food as biofuel, we were able to prevent the Netherlands from raising its blending targets faster. And we also seem to have prevented the share of biofuels made from food from growing much more in the Netherlands. By means of the Facebook action “*Like to Dislike*”, which gave a visually strong presentation of the dirty truths on food security from our GROW campaign, we were able to double the number of supporters on Facebook, to over 20,000 individuals.

Last year we launched a special partnership in public-private collaboration. Together with our partner FADU in Nigeria, a development organisation of local farmers, Oxfam Novib began a special cocoa project. Not only is it supported financially by the ASN Bank and the IDH, we are also working in a consortium with companies including Continaf, Delfi Cocoa and Ferrero. Training small-scale farmers – including women – in cultivation techniques and responsible pest control increases the quality and quantity of the cocoa harvest. This cocoa is then certified and sold, with the aid of cocoa farmers from the communities themselves who have been trained as buyers, in a closed chain with Continaf as trader and chocolate makers Delfi and Ferrero benefiting from the new set-up. In the first year, the farmers involved already saw their incomes rise, and there is still further space for productivity growth and quality improvements in the years to come.

In 2012 Oxfam Novib managed to give 375,000 people access to micro-credit or savings collectives, to improve investment in people's own enterprises. In late 2012, the Oxfam Novib Fund had a total of €40,239,817 in loans and guarantees outstanding in 43 countries. The share of outstanding loans in Africa rose from 25% in 2010 to 29% in 2011 and 32% in 2012.

Oxfam Novib has been in the vanguard of developing and making available female condoms. On September 12, 2012, the Day of the Female Condom, it was announced that 2.4 million female condoms had by then been sold in developing countries and many millions of women had received information on the importance of protection.

Oxfam Novib successfully contributed to a campaign urging for a strong arms trade treaty. Together with Amnesty and IKV Pax Christie we collected the signatures of 93,500 people on a petition, which was then presented to the Dutch government and Ban Ki-Moon, the UN's Secretary General. The tools provided by the BankWiser also gave the opportunity to draw attention successfully to the involvement of Dutch financiers in companies supplying weapons to the Assad regime in Syria.

Also requiring a special mention is the international campaign focused on serious food shortages in the Sahel. An effective multimedia campaign convinced more donors, including the Dutch government, to provide additional resources. Working with Avaaz, Oxfam's campaign mobilised over 400,000 people in the span of a few weeks. This ensured that the appeal for more humanitarian aid had a powerful resonance. One tweet by the British band Coldplay, who supported the campaign, reached no fewer than 7.1 million people. The Dutch government not only raised its contribution to relief by €3 million, but then also decided to reserve 1% of the total development aid budget and 10% of the humanitarian aid budget for Disaster Risk Reduction.

Results were achieved with the Robin Hood campaign, which advocated the introduction of a financial transaction tax. A group of 11 EU member states wants to introduce such a levy and the new Dutch government is now also in favour, in part due to our pressure. We and our partners in the Tax Justice Network Netherlands have also played a positive role in the Dutch decision to have a critical review of tax treaties with development countries and give more support to the capacity building of local Inland Revenue services. There is still a lot left for us to do in tackling the tax evasion of multinationals using so-called paper companies.

In 2012, members of the IMPACT Alliance further intensified their collaboration. For example, Oxfam Novib collaborated closely with SOMO on several studies of relevance to our private sector work, with HIRDA in response to events in Somalia, with Butterfly Works on various forms of digital collaboration and also with the 1% Club. Fairfood International played a role in preparing a new phase in the GROW campaign, which Oxfam will be launching early in 2013, when it will be addressing the ten biggest food companies in the world on their responsibilities.

On a less positive note, 2012 was a rather disappointing year in terms of influencing the Dutch government to develop a strategy for the protection of civilians, which had been promised in 2011. The Dutch government's letter to Parliament lacked ambition to create or develop an effective strategy. Oxfam Novib and IKV Pax Christi wrote a response, put forward parliamentary questions and promoted a parliamentary motion, which however was again put on hold, to be discussed in 2013.

In Burundi, two partners (ACORD and FORSC) initiated an awareness campaign on the need for a law on equal inheritance for women and matrimonial regimes, given the utmost importance of having secure control over land for all smallholder producers. Unfortunately, Burundi's president has suspended the law.

For Oxfam Novib it remains true that supporting local partner organisations and enabling people to do things for themselves is the way to overcome obstacles to development. Extreme inequality and lopsided power relations should be tackled and changed. This motive is etched into our DNA, in part thanks to our founder Simon Jelsma. Last year the first Simon Jelsma Award was presented in his memory. Erik Bos, founder of *Libre Foundation*, received the prize on May 24, 2012 from jury chair Herman Tjeenk Willink.

### Financially a good year

2012 saw commitment and financial support from stakeholders and supporters. We are especially grateful to one of our most loyal and largest supporters, the National Postcode Lottery. Early in 2012 the Lottery made us happy with an allocation of over 7 million euros to our Dream Fund project Internet Now. This ambitious project in northern Uganda is about setting up a micro-telco business that will give internet access to 870,000 people, create micro-work jobs, and provide market information and sales tools for farmers. On November 16 Farah Karimi opened the first super centre in Gulu, the provincial capital. In the coming years this centre will link up with 100 hubs in as many communities in northern Uganda. One of our partners in this project, Arid Land Information Network (ALIN), won the UNESCO-IPDC Prize for Rural Communication.

In addition to this allocation, 2012 saw an evaluation of the collaboration between Oxfam and the Postcode Lottery over the past five years. We are very happy that the Lottery's evaluation arrived at a positive judgement, and it was prepared to immediately conclude a new five-year contract with us.

Despite the tangible impact of the economic crisis on the wallets and purses of many Dutch men and women, we have succeeded in raising more funds, with the loyal support of private and business donors. From € 27.7 million in 2011, this income has grown to € 28.9 million in 2012, a rise of 4.3%.

2012 was a good year financially, with a remarkable growth in contracts signed with donors, which more than doubled (110% growth) from 34 million in 2011 to 71.4 million. Past extra investments and the huge commitment of staff are now giving returns. Other factors of success are our innovative and high quality programmes, an excellent network of partners, the way in which decentralisation has increased knowledge of local contexts, and the more intensive collaboration with other Oxfams.

We really appreciate that big donors like SIDA, ECHO, DIFID, NORAD, Comic Relief, Gates Foundation, Ford Foundation and others also appreciate our work, and trust us to make a success of big projects, often implemented in several countries simultaneously.

Last summer we also received good news from the Dutch government. In addition to our programme funding from MFS2, an amount of over 17.1 million euros was approved for three projects in the context of the Tender on Reconstruction 2012-2015. These projects focus on security and conflict transformation in fragile states, such as Afghanistan, Pakistan, South Sudan and the Great Lakes Region in Central Africa. A fourth project, focused on

the border areas of Ethiopia and Somaliland and implemented mainly with Oxfam Great Britain and IMPACT Alliance partner HIRDA, received € 5 million.

Appreciation of our work is not only expressed in a financial sense. For the second year in a row Oxfam Novib was awarded the Transparency Prize for the most innovative Annual Report regarding impact. We are also proud of our fifth place in the total Transparency ranking, rewarding our open communication about projects that are going less well or failing, and recognising the way we actively involve citizens in our results reporting through the digital platform Praat Mee (Have Your Say). At the same time, we have had to readjust somewhat our ambitions to quickly become a platform organisation; resolving capacity problems and the selection of technical solutions that fulfil our wishes proved more difficult than anticipated.

### Netherlands in the world

While it was financially a good year for Oxfam Novib, this cannot be said of the political and social support base for an active role of the Dutch government in development co-operation. After the first Rutte government had already cut 1 billion euros on this policy, a second round of cuts was on the table at the prime minister's official residence when the two governing parties and the non-governing party that provided the majority in parliament discussed the 2013 budget. Oxfam Novib played a key role in the sector-wide #jekrijgtwatjegeeft ("you get what you give") campaign. During the seven weeks of negotiations the campaign stirred up a lively debate. In addition to Dutch celebrities, such people as Bill Gates, Desmond Tutu and Bob Geldof also participated. After the collapse of these talks and the fall of the government, the so-called Kunduz parties (the two governing parties plus three from parliament, making up a majority) decided not to cut back on development co-operation in 2013. New elections were then called.

In the run-up to the new elections the parties adopted, in part in response to #jekrijgtwatjegeeft, revised passages and financial obligations in their manifestos at their conferences. The surprising comeback of the PvdA in the election battles gave rise to an unprecedented coalition of VVD and PvdA, applying mutual back-scratching to resolve issues. As a result we had the sad announcement that another 1 billion euros would be cut from development aid, leaving the Netherlands allocating only 0.55% of GNP for development aid, way below the international norm of 0.7%. For the country which is second richest per capita in the European Union, after Luxemburg, this is a painful break with the past, especially because of the negative domino effect on other countries. It will result in multilateral organisations and NGOs in the North and South having to cut back on important work. The positive note is the appointment of a Minister for Trade and Development Co-operation, and development-relevant coherence has moved up the agenda.

Through lobbying, the Green Santa and the Yes I Care campaign Oxfam Novib tried to give some counterweight during the budget negotiations. We will continue to do all we can to prevent the cutbacks, once in place, from having a disproportionate impact on our partners. We are also advocating limiting, as much as possible, the spending of monies meant for other purposes, such as climate adaptation. When it is about the bigger role of the private sector in development co-operation, we emphasise its relevance to development and we communicate the message that 'tied aid' should not be reintroduced. It also runs foul of European rules on state support. Looking back, we believe that collaboration within the sector, and between members of the branch organisation Partos, is often difficult; in part because of this, opportunities are missed to strengthen the support base of development co-operation and to influence politics.

### How our annual reports came to be

Oxfam Novib strives to be a learning organisation, one that analyses its own mistakes and stimulates innovation. Despite receiving the Transparency Prize for the most innovative Annual Report for the second year in a row, we feel that things can still improve. We have therefore decided to invite people this year to go travelling and be actively involved in judging several of our projects. It is always good to hear personally the testimonials of beneficiaries, to grasp unexpected obstacles and see results with one's own eyes.

We feel it is important not only to accumulate more knowledge about the impact of our work, but also to share it with our stakeholders. This is why we have invested in a new tool, alongside more traditional evaluations: the *World Citizens Panel*. This digital tool with a mobile telephone app makes it possible to interview directly people who should be benefiting from our projects and ask them about the impact of our work.

Alongside the extensive English version of our Annual Report, we will publish a brief and digitally attractive report in Dutch. We have once again created space for people to participate in judging the success of individual projects, enhancing accessibility through graphics, icons and film clips. It speaks for itself that we will be providing a financial insight in outline of the entire Oxfam Confederation. Because the great majority of Oxfam members work with a financial year starting on April 1, that information will not be in synchrony with the information on Oxfam Novib. That is why this year will probably be the last in which Oxfam Novib's financial year

is based on the calendar year. To achieve further synergy among the Oxfams, and economise on the costs of harmonisation, Oxfam Novib will most likely switch over to working with a financial year starting on April 1.

Our current multi-annual plan, Fair Future, provides our lead for the coming years. In early 2013 we will have a midterm review, to apply lessons learned and assess if the new Strategic Plan of the Oxfam confederation should lead to shifts in emphasis or new initiatives. We will also be starting Project 2020, in which we use scenarios to determine how to provide our substance-related priorities in the years to come on a solid financial basis and supported by effective and efficient operational management. At the same time we continue to work hard on the further diversification of our income, so Oxfam Novib and its partners are less vulnerable to any new cutbacks in the Dutch government's contribution to development co-operation.

### Our inspiration

The power of people being able to take control of their own futures is what drives many to collaborate with us on our mission of creating a just world, without poverty. It is intolerable that not every human being, irrespective of their place of birth, enjoys all human rights. That is why we try to support people and their organisations to develop by themselves and improve their own fate and that of their loved ones – empowerment to demand justice. Only the power of people's voices will and resilience can defeat extreme inequality and injustice. That insight unites and people from Hargeisa to Dhaka, from Harare to Phnom-Penh and from Beijing to Purmerend.

As directors, we owe many thanks to our staff members, whose indefatigable commitment in uncertain times has driven them to keep working for Oxfam Novib's mission. Many thanks are also due to the half a million volunteers, activists and donors, who strive with us to achieve a just world, without poverty. Special thanks also for Wout Blokhuis, Marianne Douma, Tonny Filedt Kok and Fré le Poole, who have been supporting us for many years as active and expert members of the Board of Supervision. Finally, we want to praise our co-director Adrie Papma for her tireless commitment, her management capacities and warm demeanour. After many years of dedication to Oxfam Novib she is now transferring to a crucial position at Oxfam International. We wish her a lot of success!

The Hague, April 2013

*Farah Karimi*, Executive Director

*Theo Bouma*, Director International Department

*Tom van der Lee*, Director Lobby and Campaigning

## 2 Programme

### 2.1 MDGs and priority themes<sup>2</sup>

#### 2.1.1 Programme Right to a sustainable livelihood

##### Objectives

##### **Increased control of natural resources and better production systems**

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

##### **Better access to financial services, markets and trade**

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

##### 2.1.1.1 MDG 1: Private sector and agriculture

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

- |            |  |
|------------|--|
| Outcome 1  | No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources       |
| Outcome 2  | No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training  |
| Outcome 3  | No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations  |
| Outcome 5  | No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)  |
| Outcome 8  | No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda |
| Outcome 11 | No. of policy changes regarding pro-poor markets and financial systems   |
| Outcome 13 | No. of policy changes in internationally operating companies and international institutions on natural resources and biodiversity  |
| Outcome 14 | No. of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking guide)  |
| Outcome 16 | No. of cases (academic studies) on issues on struggle for land, water and food   |
| Outcome 17 | No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes  |

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<sup>2</sup> The tables in the MDG's/themes section include target outputs as stated in the Activiteitenplan 2012 that was sent to the Ministry of Foreign Affairs. They include the Southern level as well as global lobby and advocacy level outputs targeted. The realised outputs in the tables are for MDG as well as international lobby and advocacy. In the narrative an explanation is provided how both levels relate. In the International Lobby and Advocacy section an indication of the numbers specific to L&A is provided in the tables as well. The outcomes targets reflected are for 2015 and the results are for 2012.

### 2.1.1.1.1 The local/regional market has grown

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	<sup>3</sup> Realised Outcomes 2012
11	# partner organisations that have sufficient knowledge and resources to effectively lobby their governments for pro-poor development.	22	43	123	21	29
	# lobbying trajectories for pro-poor development developed by the IMPACT alliance.	8	3			

#### *Performance on outcome and output level*

This outcome indicator is on the lobby and advocacy intervention strategy at the national level. It is part of Oxfam Novib's priority theme 'Fair markets and reliable financial services'. See 2.1.1.1.5 for more on this priority theme.

As Oxfam Novib we support civil society organisations to lobby and campaign at the national level and sometimes at lower administrative levels. Targets of such lobbying can be governments as well local and international companies. An example of the latter category is to be found in Nigeria. Here Oxfam Novib and its partner Farmers Development Union (FADU) started a cooperation with Dutch cocoa trader Continaf International. As a result, Continaf has changed its sourcing strategy in Nigeria from a Lagos-based mainstream trader to up-country, and entered into a direct trading relationship with small cocoa farmers. This change in Continaf's sourcing strategy is the main breakthrough for the cocoa programme.

FADU trained 1,600 farmers and prepared them for certification. The farmers have received inputs from FADU and started to harvest the cocoa. Certification is expected to take place in February 2013. The first 30 metric tons of cocoa beans have been sold by farmers to Continaf. In general, the beneficiary farmers have expressed satisfaction with the training received and the growth in their yields and the quality of their cocoa beans. For many of them, it was the first time that they received any training on good agricultural practices. They were also satisfied with the input distribution and availability of reliable pesticides.

Another example of the advocacy work we do with national governments comes from Oxfam Novib's Zimbabwean partner Ruzivo. Through its Access and Rights Programme (ARP), Ruzivo was able to conduct its advocacy work at the highest national policy level. Under the strategic theme for 2012 'Women's Land Rights and Development', Ruzivo recognized the continuing lack of access to and control of land by women who are pivotal to driving agricultural production processes and household food security. Therefore, Ruzivo strongly pushed the women's land rights agenda through brokering and facilitating stakeholder engagement in land rights issues. More broadly, other rights-based initiatives under the ARP continued to be informed by ongoing research in the Livelihoods Innovation and Development Programme (LIDP), with a number of outcomes attesting to this. Policy advocacy initiatives like this one from Ruzivo continued to trigger the interest of civil society actors throughout the country. In general, civil society in Zimbabwe is struggling to find space to influence breakthroughs in policies for the realisation of full resource rights and equitable livelihood opportunities for marginalised women and men. While various strategies for giving 'voice to the voiceless' and influencing change in policy were adopted, achievements are often hindered by embedded policy discrepancies and hard positioning by key policy players in leadership. This makes the results from partners like Ruzivo even more greatly appreciated.

Lobbying and campaigning is often difficult in the countries the IMPACT alliance works in. It is good to see that the alliance realised 29 policy changes regarding pro-poor markets and financial systems. This is a good contribution to the cumulative target for five years of 123 policy changes. At the same time, the contributing output 'number of lobbying trajectories' seems to be very low, with three realised trajectories compared to the eight planned trajectories. Three lobbying trajectories and 43 partner organizations have together resulted in 29 outcomes. The relative low number of outputs can be explained by lack of optimal use of the administrative system in this case. 20 of the 29 outcomes are reported by Global Link. These are mostly realised by one partner organisation: Bank Information Center.

<sup>3</sup> The realised outcomes are for one year, 2012, the target outcomes cover 5 years. The outcomes realised in 2011 are also included as the annual realised outcomes will have, in most cases, a cumulative contribution to the 5-year targets.

### **CASE: Triple Jump Advisory Services Project with FADU**

FADU (Farmers Development Union) is a federation organisation of rural micro-enterprise associations of farmers, agro-allied producers, artisans and petty traders spread across 29 states in Nigeria. It has over half a million members. FADU's key mandate is to assist its member associations to provide rural finance services through microfinance, to promote modern agriculture and to provide enterprise skill development in their communities. FADU's mission is "to assist individuals and community actions that yield results in creating jobs, increasing income and promoting social development of local communities in Nigeria".

Until recently, FADU operated as an NGO microfinance provider with a complex organisational structure that was no longer sustainable and did not meet best practices in interaction with clients, accounting and reporting. FADU requested assistance from Triple Jump Advisory Services (TJAS) to become more efficient, for example by reducing the long chain of command in reaching grassroots community members.

TJAS responded by carrying out an on-site diagnostic assessment of FADU, which identified six specific areas of intervention. This informed a technical assistance project in mid-2012 to lay the groundwork for a new business model, including a new strategy, vision and mission, and updated procedures and internal processes. FADU now has better systems for ensuring flow of information from and to the field, and its credit and finance department is more efficient. The planned next step is to assist FADU in acquiring a management information system that will allow it to track the widespread microfinance activities of its member organisations.

#### **2.1.1.1.2 Access to the international market has improved**

<b>Outcome IMPACT alliance</b>	<b>Output</b>	<b>Target Outputs 2012</b>	<b>Realised Outputs 2012</b>	<b>Target Outcomes 2015</b>	<b>Realised Outcomes 2011</b>	<b>Realised Outcomes 2012</b>
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	5	10	44	30	19
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	8	20			
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	3	4			
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	3	27			
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	2	14			

#### **Performance on outcome and output level**

Outcomes and outputs in this result area are entirely the result of international lobby and advocacy work and are therefore described in section 2.2.1.1.2.

#### **2.1.1.1.3 Trade chains have been made sustainable**

<b>Outcome IMPACT alliance</b>	<b>Output</b>	<b>Target Outputs 2012</b>	<b>Realised Outputs 2012</b>	<b>Target Outcomes 2015</b>	<b>Realised Outcomes 2011</b>	<b>Realised Outcomes 2012</b>
8	# global partner organisations active in fair markets and trade that have received support in order to strengthen their capacities in the field of lobbying, research and networking.	35	38	26	38	42

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# research reports about specific themes and business activities in developing countries.	2	36			
	# information products (user guides, briefing papers, toolkits, websites, etc.).	14	57			
	# training courses and/or seminars about socially responsible entrepreneurship.	2	12			
13	# Lobby trajectories in which internationally operating companies and institutions are lobbied on their policy on sustainability, natural resources and biodiversity.	27	17	68	79	119
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	2	10			
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	300	514			

#### *Performance on outcome and output level*

Outcomes and outputs in this result area are entirely the result of international lobby and advocacy work and are described in that section (2.2.1.1.2).

#### **2.1.1.1.4 Agriculture has developed and food security has increased**

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
1	# partners that are supported in order to carry out projects focusing on land, water and food	110	114	3,053,000	2,825,678	1,179,410
3	# partners that have been supported in the implementation of projects on climate change and adaptation (their cases have been documented so that they can be used for knowledge exchange).	32	20	876,000	61,706	159,099
4	# partner organisations active in land, water and food, which are given support in order to strengthen their capacities in the field of lobbying, networking, research and accountability.	64	85	129	47	69
	# local producers organisations that have received support to strengthen their lobbying and networking capacity	50	289			
16	# local partner organisations working on land, water and food that, in association with knowledge institutes, are involved in knowledge trajectories which focus on themes that are of importance to their activities.	9	11	53	7	11

### *Performance on outcome and output level*

The IMPACT alliance devotes a significant share of its resources to the goal of agriculture development. Within the programme 'Right to sustainable livelihood' our theme 'Struggle for Land, Water and Food' is mostly dedicated to the development of agriculture at national level. In 2012 our results on the four types of intervention strategies (direct poverty alleviation, civil society building, national lobby and advocacy and knowledge and innovation management, respectively outcome indicators 1, 4, 10 and 16) on average were as planned for this theme. Both outputs and outcomes on indicator 3 were lower than planned. This outcome indicator was originally part of the priority theme 'Climate change and adaptation', which has been dropped as an independent priority theme; for more information on this, see 2.1.1.2. MDG 7a.

This is a good result, especially in the light of two recent developments in the partner portfolios of Oxfam Novib programmes. In 2011 there were still some results counted for countries that have been phased out of, and this is no longer the case for 2012. For the programme 'Right to Sustainable Livelihood', Oxfam Novib has started phasing out some well-established partners with which we have worked for up to 12 years. As a consequence, 2012 was a year of intensified scouting for new partners. Due to the decentralisation of partner-related work from The Hague headquarters to the country offices, not all countries have been successful yet and we will give this even higher priority in 2013. A few countries reported slightly lower output results (number of partners) on outcome 1 and 4. This has no effect on the total realised numbers, as other country offices compensated for this.

In 2012 our partners in Africa and Asia have trained 1.2 million smallholder producers (mostly small-scale crop farmers, pastoralists and fisher folk), as shown in outcome indicator 1 (intervention strategy: direct poverty alleviation at the national level). Half of them were women. The output of 114 partners is still above the planning. 864,000 of those smallholder producers were trained by partners in the 22 countries of our programme 'Right to a sustainable livelihood'. 316,000 were trained by regional, continental and global partners. For instance, 48,450 farmers have been trained by pan-African partner ACORD using the concept of a chain of trainers: initially, 4,845 trainers were trained, and they committed to pass on their acquired skills and knowledge to at least 10 neighbours and friends, who in turn also committed to do the same. It is hard to monitor what the end result will be, so for this monitoring only the first wave of those trained by trainers have been included.

An important note has to be made about the number of 'women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations' (outcome 3). If one takes a closer look at the results on country level, it becomes clear that a large number of these 159,099 people overlap with outcome indicator 1: 'women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources'. This makes sense in the way that one would expect 'sustainable production methods' take into account the changing environment due to climate change or other causes.

A second output, on the number of local producer organisations that got involved, exceeded the planning almost six fold. This better-than-expected result is mainly on account of two large deviations compared to the planning: the programme in Mali reported 64 unplanned local organisations and the Global Programmes 150 unplanned local organisations. This is also one of the output indicators that still cause internal confusion, as it is the only output indicator where other organisations than funded partner organisations are counted within the programme Right to Sustainable Livelihoods. Some country offices and bureaus report only partner organisations here, while others count the number of local organisations (e.g. producer organisations, cooperatives). This will be taken up in the instructions for planning and monitoring. As a result, this output could even go up more in the coming years, since the partner organisations support more local organisations.

The lobby and advocacy successes are something to be proud of (see also outcome indicator 10 in 2.1.5.1. MDG 3, intervention strategy lobby and advocacy at national level). In often very difficult circumstances, our partners lobby for better land registration, land rights for smallholder producers, inheritance laws and increased national annual budgets for agricultural development. The numerical results are better than planned for.

An example of a difficult environment to lobby in is Laos. Over the last five or ten years, foreign investment has increased rapidly – supported by local actors – in industries such as mining, hydropower and plantation sectors. There is growing competition over land, water and forests between large-scale investors and rural, often poor, communities who rely on the same natural resources for their subsistence. Two Oxfam Novib partners in Laos found ways to engage with national policy makers. Partner Land Issues Working Group (LIWG) presented key land issues in two workshops of the National Assembly and hopes to increase this engagement further in the next year. JVC participated in the Land Issues Working Group and provided it with a case study from the field to show members of the National Assembly the problems with the current land tenure arrangements.

As a result both partners were able to influence the Land Use Policy as well as the revision of the Land Law and the Forestry Law more in favour of poorer communities. LIWG was invited to be a Co-Chair of the Sub-Sector

Working Group on Land, and has thereby been actively involved in the writing of the new National Land Policy. It is believed that the statements made by the EU on land issues are influenced by the work done by LIWG.

**Another example of the sensitiveness of some of our lobby work is found in the palm oil value chain**

Oxfam Novib leads Oxfam's work on palm oil and represents Oxfam on the Board of the Round Table on Sustainable Palm Oil (RSPO). At the end of 2011, the credibility of the RSPO was at stake and its role was debated in the Dutch media and in parliament. Oxfam believed the RSPO had reached a point where it had to prove its added value; its systems and rules were in place and it was time to ensure proper implementation. In 2012 Oxfam has focused on advocating for a resolution of a land conflict in Sangau involving the company Sime Darby and on improving the internal workings of the RSPO system.

After a period of difficult interactions, at the end of 2012 Sime Darby finally acknowledged that there is a conflict and stated that it is taking steps to start resolving the conflict. The company has also agreed, in case of a positive resolution of the conflict, to bring the Sangau case to the RSPO as a positive learning experience for other companies. At the same time, Oxfam Novib on behalf of Oxfam has successfully pushed the RSPO to improve social auditing. The RSPO is now providing training and training manuals in palm oil-producing countries as well as contacting other Round Tables (such as the Forest Stewardship Council on products from forests and Bonsucro on sugarcane certification) on how to tackle this issue jointly. Furthermore, Oxfam has helped to ensure the RSPO system would be ready to trade independent smallholders' certified palm oil. As planned, the smallholder working group has been created and is functioning properly.

Finally, a hearing was held in parliament on palm oil, which included a debate on the role of the RSPO. Oxfam Novib provided input for this hearing.

The last intervention strategy is described in outcome indicator 16. Knowledge and innovation management is a new intervention strategy for Oxfam Novib. The outcome of eleven realised cases on issues for the struggle on land, water and food is a little less than the fourteen we expected. In April 2012, a memorandum of understanding was signed between Oxfam Novib and Hivos for a three-year knowledge programme on agricultural biodiversity, [agrobiodiversity@knowledged](mailto:agrobiodiversity@knowledged). The aim of the programme is to generate insights into the role of biodiversity for agriculture and smallholder livelihoods and to mainstream agricultural biodiversity in research, policy and practice through action research, network development and the establishment of a platform for public debates.

In 2011 foundations for this knowledge programme were laid through a scoping study, carried out by the Stockholm Resilience Centre, and a workshop with relevant stakeholders to validate results and formulate the broad outlines of the programme. In 2012, the first year of the programme, a key focus has been the development and strengthening of a global agrobiodiversity knowledge and experience community, which now numbers more than 70 organisations, building on the network and outcomes from the scoping phase. During a three-day conference in Thailand, 43 decision-makers, researchers and farmers from over 20 organisations came together to consolidate the group, map out ideas and define an agenda. The conference identified five strategic fields of action: policy and government; market and trade; development of resilient communities; information and networking; and seeds and technology. It also made activity plans to be implemented with research institutes, governments and the private sector. Various dissemination channels for debates and sharing of insights have been set up, including an online discussion forum through Wordpress and dedicated space on the Oxfam Novib and Hivos websites. An agricultural biodiversity and resilience column has been commissioned in *Farming Matters*, a quarterly magazine with an audience of over half a million practitioners worldwide, with four contributions in 2012. In addition, collaboration has been formalised with EcoAgriculture Partners for an action research project in southern Tanzania to explore market-related incentives to improve landscape biodiversity.

***CASE: Improving environmental governance at community level in Sudan***

Sudan Environment Conservation Society (SECS), a partner of Oxfam Novib, has developed a project called the Community Environmental Governance Initiative (CEGI). It aims at strengthening cohesion at community level to enhance natural resource management capacity by using traditional ecological knowledge and practice to better understand and use ecosystems. The project combines different intervention strategies. The capacity of the community is strengthened (intervention strategy civil society building). Members of the of Aradaibat Eltigani community received direct support with the introduction of sustainable agriculture and land management practices, water resources management, and energy diversification (intervention strategy direct poverty alleviation). And by raising awareness about human and environmental rights, the community engaged in dialogue with government representatives in the relevant departments of the Ministry of Agriculture and other institutions. The partner reports that these community groups are taken seriously by government when future development plans are discussed (intervention strategy lobby and advocacy).

The immediate impact is most visible in the community's level of organisation. For the training in sustainable agriculture, an eco-farm and fodder farm were established as demonstration farms. It still has to be established whether this approach of a demonstration farm is the most effective and efficient way to change small farmers' farming practices.

#### 2.1.1.1.5 The financial sector has grown

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
2	# microfinancing organisations that have received support in order to increase access to financial services for people living in poverty.	28	26	597.000	387,482	376,957
	# new social brands that have been developed by small producers and artists in developing countries.	8	8			
5	# partner organisations in the financial service sector that have received support in order to be able to operate financially independently, to design pro-poor financial services and products, and to better adapt their financial services to women.	22	12	30	29	17
17	# local partner organisations working in financial services which, in association with knowledge institutes, are involved in knowledge programmes that focus on themes that are of importance to their activities.	2	2	6	4	81
	# information products (user guides, briefing papers, toolkits, websites, etc.).	11	79			

#### Performance on outcome and output level

Smallholder producers in the rural areas in the least developed countries lack many different kinds of capital: not only human, physical, social and natural, but also financial. This is the starting point for the second priority theme of the programme 'Right to sustainable livelihoods'. Under the name 'Fair Markets and Reliable Financial Systems', the IMPACT alliance improves the smallholder producers' access to financial capital. The three outcome indicators mentioned here are all part of this theme.

The IMPACT alliance helped 376,957 women and men in rural areas with access to financial services, such as credit and savings, or with access to marketing. An example of access to marketing is the work of Butterfly Works in Afghanistan, Pakistan and Morocco. In Pakistan, a campaign coalition invited Butterfly Works for a co-creating workshop, inspired by the Afghanistan Crafting Peace example (see Annual Report 2011). Funds were found from the European Commission and 2013 will be an important year for the project with the setting up of a mobile crafts academy. Oxfam Novib partner WEAVE supported six community-based organisations from Myanmar with an income generating project training women artisans in handicraft production and small business management, which provided 598 displaced persons with a regular and secure income in a safe working environment.

Oxfam Novib and its partners supported people who needed access to microcredit (outcome indicator 2). The partner organisations Oxfam Novib supports are starting microfinance organisations as well as organisations that help smallholder producers in rural areas with savings schemes. On the output level the target was almost met for microfinancing organisations: 26 instead of the 28 planned. In Mozambique, partner organisation Ophavela trained 4,772 men and 6,645 women and partner Kukula trained 58 new associations on microfinance. And in Laos 5 partners worked together with the Lao women's union to set up saving groups and village banks in the communities they work in. This resulted in an output of saving groups in 35 villages that got access to emergency funds and funds for small investments. Women in particular benefitted from the savings groups. In these groups the members decide collectively on who will receive credit and on what will be done with the savings. Some groups faced difficulties or proved not to be sustainable; reasons for this included the committees handling the funds not supporting the rules, repayments not being made, or money not being deposited.

On the outcome level for outcome indicator 5, the 17 partners realised is less than the 26 planned. Especially in South East Asia more partners were planned than realised. The differences are evenly spread over multiple countries. The overall target for 2015 is still within reach. In Angola, Oxfam Novib partner Development Workshop (DW) implements an innovative programme in the sector of social security. At the moment only people with a formal job, many of them civil servants, have access to social security such as pensions and pregnancy or motherhood allowances. During the last year, the project's awareness campaign conducted 244 orientation meetings on social security, which benefited particularly the clients of KixiCrédito Solidarity Group, one of the microfinance institutions that receives a loan from the Oxfam Novib Micro Finance Fund (see below). A major obstacle was found, in that around 27% of the clients don't have an official identification document issued by the government, which is a requirement to access benefits. An advocacy follow-up with related ministries was not possible as elections meant the relevant ministries related to social security were not accessible for advocacy activities. DW's programme was therefore extended, without additional funds, to the first semester of 2013.

For the knowledge and innovation management outcome indicator 17, it is mostly Fairfood International which contributes with a large number of information products. The COP (Consortium of Producers Organisations) in Niger implemented a programme on how to support farmers' entrepreneurship as part of the work of the AgriProFocus network. The programme has focused on sharing experiences, knowledge and learning with members of AgriProFocus. The AgriHub Niger initiated a rural entrepreneurship week through thematic conferences and an open market of exchange between the producers, financial services and representatives of the government.

For this part of the programme we are confident that the outcome targets for 2015 will be met. The numbers of partners are lower than planned, but still well on their way. On the other hand, the number of beneficiaries is much higher than planned: 376,957 women and men in rural areas using financial services realised against the 167,781 planned. This is entirely due to the figures of a final report of a phased-out partner in the Philippines, which has reached 213,826 people and which wasn't planned for in 2012. The IMPACT alliance does not expect this to be repeated in 2013.

#### **Oxfam Novib and microfinance: from grants to commercial loans**

Oxfam Novib supports the microfinance sector with grants and loans. Although microfinance institutions (MFIs) in general are gaining in strength, there still is an enormous need for support for MFIs in the areas of institution building and product development. Our 'graduation model' of supporting start-up MFIs with grants, then a first loan through the Oxfam Novib Fund and then 'promotion' to the ASN-Novib Microfinance credit Fund, is still very relevant. The support with grants is done directly by Oxfam Novib and through Triple Jump Advisory Services and is focusing more and more on rural areas in Africa, as described above. The Oxfam Novib Fund is still one of the few funds in the world that work with MFIs in their early stages of development and expansion. The ASN-Novib Microcredit Fund is managed by ASN Bank, nurtured with funds from private investors.

At the end of 2012, the Oxfam Novib Fund had €40,239,817 in loans and guarantees outstanding in 43 countries. Oxfam Novib is gradually shifting its portfolio towards the new focus countries while scaling down its Latin American portfolio. There is a steady increase of loans outstanding in Africa, the share increasing from 25% in 2010 to 29% in 2011 and 32% in 2012. This is especially at the expense of Latin America, which decreased from 43% to 39% in 2012. Through the Oxfam Novib Fund we are working with 84 MFIs. On many occasions, Oxfam Novib supports MFIs with their first loans, removing currency risk for them and their clients by giving loans in their local currency. More than 61% of our portfolio consists of loans in local currency, 31% in US dollars and 8% in euros.

A total of 84 microfinance institutions are supported with loans from the Oxfam Novib Fund, reaching out to 3.100.239 beneficiaries of whom 86% are women and 56% live in rural areas.

The ASN-Novib Microcredit Fund has an outreach through loans and guarantees of microfinance organizations of 5.673.629 poor people.

As indicated in our monitoring report of 2011, one of the challenges is to bring the portfolio of the Oxfam Novib Fund more in line with the focus countries of Oxfam Novib. In 2012, 27% of the loans for new partner MFIs was invested in these countries, the same percentage as in 2011. For 2013, the planning is to invest more than 50% of the loans for new partner MFIs in Oxfam Novib's focus countries, thereby again increasing the total share of these countries in the Oxfam Novib Fund.

In 2012 we started to co-invest with the ASN Novib Microfinance Fund on two occasions, one guaranteeing an investment of the ASN Novib Microfinance Fund in a MFI in Senegal and one co-investment with that same fund in Tanzania.

In September 2012, Oxfam Novib started to investigate the possibility of using the Oxfam Novib Fund also for investments in the SME sector, including investments in equity. A decision on this topic is foreseen in 2013.

To get a better understanding how the MFIs in the Oxfam Novib Fund are performing on social performance, we have asked Planet Rating to analyse a selection of MFIs against their benchmark. We will report on the results of this benchmarking in the monitoring report for 2013.

**CASE: Mobile banking and loans for solar light**

Tujijenge Uganda is a young MFI registered as a not-for-profit company limited by guarantee, set up primarily to improve the quality of lives of families in Uganda through the provision of microfinance. It has been a partner of Oxfam Novib since 2010. Although 90% of Uganda’s population is employed in agriculture and related processing, only a handful of MFIs target this niche, meaning there is huge untapped potential– a niche which Tujijenge Uganda is in a unique position to fill. CERUDEB and PEARL are the main other providers of loans for agriculture.

Tujijenge and its parent company Tujijenge Africa, mainly target low-income productive women in their microfinance interventions. In Uganda, they piloted new products such as solar energy and mobile money. This pilot provides financial capital to people who lacked access to capital before, and tries also to create new job opportunities outside agriculture in rural areas. This may have a huge impact on especially rural clients and lead to improved living conditions, business opportunities and financial services coming within reach. The partner thinks related change in local society has the potential to influence policies of local governments in the long run. Oxfam Novib approved a grant to support capacity building of Tujijenge staff, and a pilot of solar energy loans and mobile banking in Soroti and the surrounding districts. This was done after successful research explored the potential of providing solar energy loans ranging from Euro 8.50 to Euro 127 to facilitate clean, brighter cheaper lighting, with the added advantage of being able to charge mobile phones.

In September 2012, the following results were reported:

- Tujijenge Uganda advanced loans to 2577 people. These loans have enabled the clients to improve their income levels.
- From the additional income, the clients are also able to save for emergency situations. To increase clients' opportunities to access loans at the required level, saving schemes have also been introduced.
- Solar loans have provided cleaner and cheaper lighting and phone charging options for our clients.
- Agricultural loans have greatly contributed to investment in livestock and fruit farming in Soroti, thus improving food security for the families served.

For Oxfam Novib, the job creation part was innovative. It is good to see that the partner reported some valuable lessons from this experience. For instance, most of the clients targeted for mobile money transfer services didn't have phones themselves and accessed these services through a few agents in trading centres. Tujijenge tackled this by introducing affordable loans ranging from Euro 15.50 to Euro 19.50 for the clients to buy phones. Thanks to a liaison with telecom companies, the partner initially brought in 158 phones and by the end of the year had 57 taken as loans. Because of the cost and the availability of these phones, the demand for them has been very high. A key development that has to be taken into account in the next phases is that big telecom companies are introducing mobile money transfer services themselves at cheaper rates.

**2.1.1.2 MDG 7a: Safeguards for a sustainable living environment**

The following outcomes of the Programme Right to sustainable livelihood have contributed to this MDG:

Outcome 6 No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda

Outcome 7 No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations and movements around land, water and food

Outcome 12 No. cases that reveal the contribution to functioning of pro-poor adaptation plans

**2.1.1.2.1 Better adaptation to climate change by the poor, and deceleration of biodiversity loss**

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
6	# partner organisations that have sufficient knowledge to determine the impact of climate change in areas in which they are active, and whose capacities have been strengthened so that they can use them for lobbying purposes.	22	14	23	28	19

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	18	16	29	21	67
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	2	11			
12	# partner organisations that have sufficient resources and knowledge to lobby effectively in the field of climate change and adaptation.	8	4	12	2	5

### *Performance on outcome and output level*

The results on these outcome indicators come from both national and international interventions by Oxfam Novib. The three indicators represent three different intervention strategies: OI 3 is on direct poverty alleviation (see 2.1.1.1.4 for results on this), OI 6 is on civil society building and OI 12 is on lobby and advocacy. As reported last year, due to budget cuts on the MFS II budget at the end of 2010, we merged climate change with the priority theme “Struggle for land, water and food”; the international lobby and advocacy on this topic is described in 2.2.1.2.

Realised outputs on indicator 6 are lower than planned and also lower than last year. This was already signalled in the monitoring report 2011. Four out of the seven partner organisations working on civil society building at the national level are part of the RESOLVE project in Bangladesh (see case below).

The fact that realised outputs are slightly lower than planned is not a cause for concern. This is not an independent priority theme for Oxfam Novib anymore, and the outcome results are still on track to meet the targets in 2015. Climate change is one of the four objectives within the GROW campaign. We expect that in global, regional and national lobbying in 2014 and/or 2015, Oxfam Novib will pay more attention to lobbying and campaigning on climate as part of the Oxfam confederation.

### **CASE: RESOLVE**

The Regenerative Agriculture and Sustainable Livelihood for Vulnerable Ecosystems (RESOLVE) Programme is an ongoing initiative of Oxfam Novib and four local organisations in Bangladesh: Gana Unayan Kendra (GUK), Gono Kalyan Sangstha (GKS), Shariatpur Development Society (SDS) and Unnayan Onneshan (UO). The programme’s main objective is to enable impoverished communities in ‘climatic hot spots’ to increase their food security and to make them more resilient towards adverse impacts of climate change. RESOLVE’s entry point for climate change adaptation is to assess people’s vulnerabilities by focusing on how climate change manifests itself as a driver of food insecurity. It is through this lens that the programme aims to address the impacts of climate change on food security and livelihoods of smallholders and landless households in Shariatpur, Gaibandha, and Sirajgonj districts in Bangladesh. For Oxfam Novib and its partners, the design and implementation of RESOLVE represents a new way of working together, using a more programmatic approach with a coherent use of different types of intervention strategies. A case study presented lessons learnt from the pilot phase of RESOLVE, which took place from the period October 2010 to December 2012.

The programme has benefitted 2,250 landless people and smallholders in agro-ecological zones that are most likely to be severely impacted by the effects of climate change. According to an external evaluation conducted in December 2012, adaptive agricultural models implemented through this programme– such as hanging vegetable cultivation, which allows for year-round vegetable cultivation in flood-prone areas; sandbar cropping; and vertical agriculture, integrating vegetable, fish and duck production – have been found to be particularly relevant for the income and food security needs of vulnerable women and men. Qualitative assessments highlight that the income potential and nutrition of beneficiary households have improved and beneficiary women feel more confident to articulate their thoughts and participate in decision-making, both within and outside of households.

Although positive outcomes are perceptible in the field and a number of small-scale research and advocacy initiatives have been carried out, RESOLVE has yet to influence any national level policy changes. In the upcoming months, to enable greater influencing of policies, RESOLVE will strengthen its alliances with climate justice organisations in Bangladesh, including through the Oxfam GROW campaign.

### Conclusion on programme 1 Right to sustainable livelihoods

The monitoring of the results in 2012 gives enough confidence that the targeted outcomes for 2015 will be met. Organisational changes within Oxfam Novib (decentralisation), in combination with the new policy on a maximum of 12 years for a funded partnership, have been absorbed without a major drop in results on aggregate. Some countries, such as Burundi and Afghanistan, will have to put extra effort in scouting for new partners in 2013.

The exception will probably be outcome indicator 3, 'No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations on direct poverty alleviation'. Climate change adaptation is now taken up more as part of the training of small farmers under outcome indicator 1. At the same time the IMPACT alliance realises it has made the deliberate choice to focus our development work in fragile and failed states, most of them vulnerable to natural disasters. To anchor the sustainability of the work of our partners, we will in cooperation with other Oxfams deepen our understanding of resilience in our work on rural sustainable livelihoods.

Although partners have not reported to a significant degree on the new intervention strategy knowledge and innovation management, the knowledge project [agrobiodiversity@knowledged](mailto:agrobiodiversity@knowledged) is a good way of capturing and sharing lessons learnt from existing partners, HIVOS and Oxfam Novib, working at the national and global level. In 2013 we will find similar ways to encourage collecting and sharing of lessons learnt amongst partners and staff working on sustainable livelihoods. This could be, for instance, on value chain development or lobbying for land rights. A significant number of partners work on these topics, but we still have to find optimal ways of connecting them.

## 2.1.2 Programme Right to basic social services

### Objectives

Access to high quality education for more girls and boys

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

### 2.1.2.1 MDG 2: Education

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

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

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
19	# partner organisations in fragile states that have implemented projects providing educational services to girls, boys and young women.	33	29	706,000	464,428	388,075
	# partner organisations in more stable countries that have implemented projects providing educational services to girls, boys and young women.	20	29			
	# partner organisations in both fragile states and more stable countries that have implemented innovative educational projects aimed at quality improvement.	9	17			
	# pilot projects in further education, in particular for girls that have been implemented.	4	10			

#### Performance on outcome and output level

To date the IMPACT alliance has surpassed its target of providing education services for girls, boys, women and men, and realised outputs in 2012 reflect the ongoing shift from service delivery towards improving the quality of education that does exist, in close relationship with governments. Even in countries such as Somalia, where there is not a strong government, partner organisations have been working closely with ministries of education (in Somaliland and Puntland) and civil society to improve the quality of education and ensure that there is a more unified system. IMPACT alliance partner HIRDA, for example, developed the School Administration System in 2012 –software which allows schools to store and maintain data of school locations, schedules, pupils, teachers, classes, curriculum, attendance, exams, results and fees.

The large number of outcomes is partly due to projects that are still being phased out in countries such as Nigeria, Myanmar and Mozambique. However, there are also some countries where the phasing out of certain partners decreased planned figures, for example in Bangladesh where we have phased out BRAC, who provided education services in 2011 to over a million children. Therefore, Bangladesh a country which in the past would have very high numbers of children reached, only managed to reach - through the other partners - 7,797 children.

Oxfam Novib and Butterfly Works worked more on vocational training in 2012. In Palestine, vocational training is happening through ON partner Najdeh in the refugee camps. In Pakistan, Butterfly Works is working with ON partners in an EU-funded project that started in 2012 and has a component of youth learning on how to develop their own software programmes promoting community responsibility. In Somalia, the EU is also co-funding a vocational training project by KAALO and working with 10 CSOs (in Puntland and Somaliland) to train youth in vocational and life skills. At the end of 2012, each CSO in this project worked with an external consultant to gain local funding to sustain their vocational training work after the end of the project period. Oxfam Novib developed a guidance note on vocational training in 2012 that highlights the need for Oxfam Novib vocational programmes to remain true to our goals on quality education, which are to innovate, to be gender just, to be contextualised to local needs, and to promote active citizenship.

IMPACT alliance partners have made substantial progress in narrowing the gender gaps that still exist for girls attending school. For example, in Somalia five Oxfam Novib partner organisations and HIRDA have provided girl scholarships, in-service training for female teachers and community awareness programs. The Somalia office has flagged that partner organisations, in their drive for girls to attend school, have potentially neglected educating boys and men. Examples of boys throwing rocks at girls on their way to school show the need to work with both sexes to establish successful gender equity.

### CASE

Since 1991, Somalia has been engulfed by a long and ravaging civil war, in which the central state disintegrated and infrastructure – especially the education system – stopped functioning. In South Central Somalia this is especially pronounced. Many of the children who were studying in Mogadishu are now living in IDP camps in the outskirts of the city and in neighbouring regions in Middle Shabelle, Lower Shabelle and Galgaduud. The children and youth in these camps were idle and vulnerable to being recruited as fighters by rival groups. In addition, many of the girls had not had the opportunity to attend school – girls’ enrolment rate is 24.3%, with the boys at 36.3 %.

Oxfam Novib’s partner the Centre for Education and Development (CED) worked with the IDP and host communities to improve the quality of basic education for 4,875 children and youth, with a specific focus on those affected by conflict. 33 classrooms were created, along with sanitation services, and sanitation packages were distributed to increase girls’ participation. Furthermore, the project increased community teacher capacity, which included awareness on girls’ education, and increased enrolment rates by encouraging the communities to have a sense of ownership over the school and its structures.

Lessons learned in this project include: a) the formation and strengthening of district- and village-level education committees, in charge of education improvement issues, ensures that the importance of learning penetrates all levels of the community; and b) use of available communication tools can mobilise enthusiasm to continue education provision through community and diaspora contributions.

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

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

In 2012 Oxfam Novib decided to focus primarily on the GROW campaign and not on quality education. This is why the number is zero under KPI 55. This said, an unexpected event happened with the attack on Malala Yousafzai, a 15 year old girl in Pakistan fighting for girls’ education that touched the hearts of people around the world and started a small Oxfam Novib campaign in the Netherlands. Please see below, in Programme 3, for more on this case.

### 2.1.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	13	27	24	12	8
	# southern partners that have implemented educational projects in which they have used innovative methods such as learning via new media.	5	6			
	# partner organisations that are able to upscale their innovative educational projects in order to be able to draw the attention of governments to them.	4	5			
26	# partners that actively participate in knowledge exchanges and training courses aimed at improving the quality of their educational interventions.	7	3	29	5	7
	# instruments (e.g. for measuring behavioural change in educational programmes) that have been developed jointly by local partners, research institutes and the IMPACT alliance.	5	4			
	# partners, research institutes and staff of IMPACT alliance that are participating in five knowledge exchange programmes about measuring and demonstrating the effects of educational programmes on behavioural change.	3	2			

#### Performance on outcome and output level

For Southern campaigning we are on target to reach our goals by 2015. This year saw many good examples of where Southern campaigning accomplished its goals both within country and globally. For example, when President Hollande from France visited Senegal in October 2012, the Oxfam in Senegal country director and local partner CONGAD met with the minister of development beforehand to discuss the campaign for the Robin Hood Tax, through which western countries such as France would tax financial transactions in order to increase aid budgets. The minister who accompanied the French president seemed to work his magic, as France has agreed to support the Robin Hood Tax.

In Bangladesh in 2012, ON partner Amar Odhikar (“my rights”) Campaign (AOC – which has 41 alliance members) was successful in lobbying the government of Bangladesh to ensure that 26,193 non-government primary schools will be fully nationalised by 2013. Moreover, around 82,725 teachers have been recruited to ensure 1:35 teacher students ratio by 2018, and the enrolment rate has been increased from 87.2 to 98.7 percent. The campaign will increase its focus on quality education, teacher training and accountability.

In Pakistan, 2012 saw a great landmark achieved with the Right to Free and Compulsory Education Act 2011 getting passed by the Senate and National Assembly and signed by the President on December 19, 2012, for Islamabad Capital Territory. This act came to pass because of the successful One Million Signature Campaign (OMSC) of Oxfam Novib partner Idara-i-Taleem-o-Aagahi (ITA). One million signatures (90% children aged 5-18 years) were collected from March 6 to July 10, 2012 and presented to all major political party representatives across Pakistan. The campaign was also endorsed by Mr. Gordon Brown, the United Nations Special Envoy for Global Education, during his visit to Pakistan. Now ITA is in the process of analysing how the act will be practically implemented and how other provinces can follow the precedent. In OMSC phase II, launched on September 12, ITA will embark on collecting one million signatures from out of school children (5 -16 years).

There has been a substantial rise from last year in the number of innovative and pilot projects that IMPACT alliance partners have started, such as using new technologies (see the Great Idea case below) with tablets,

lessons on SD cards (memory cards that can be used in mobile phones and tablets), mobile phones for educational games and help lines for student and teachers. In Senegal, for example, partner OneWorld UK and Butterfly Works implemented the 'Learning about Living' project where they use IT and communication tools to inform youth about sexual and reproductive health rights. Use of computers makes it easier to reach girls.

Where the IMPACT alliance needs to perform better is our knowledge information management (KIM) work per country, which we will work to strengthen in 2013. The reason for the poor performance is partly a lack of understanding of what the KIM trajectory means. In 2013 there will be a stronger emphasis on educating staff on what KIM is and how to implement it. In 2012, Oxfam Novib commissioned a study by the University of Sussex on youth and active citizenship within education and SRH that began with a mapping of organisations around the world and academic thinking in this area. The desk study was followed by country studies in Pakistan, Senegal and Palestine. Youth themselves were involved in collecting and analysing the research. The final product will be published in 2013. Butterfly Works conducted research in Afghanistan to look at current practices, lessons learned and recommendations for up scaling the girls' education distance learning project. Butterfly Works developed a white paper on how they use co-creation to ensure greater success, inclusion and creativity in the development and rolling out of their education projects. HIRDA also conducted research on girls' education, attendance and drop outs in Somalia in order to improve their activities and goals of education for all. In Uganda and Mali, through the Quality Educators For All project, there has been joint learning around mother tongue education and how to use video monitoring to improve teaching methods, in connection with the Hogeschool in Leiden.

### **CASE**

In 2011, to respond to the poor levels of quality of education (especially for girls) in rural Afghan schools, a pilot was started by Oxfam, Butterfly Works, local partners CHA, Saba media and the Afghan Ministry of Education, in 21 existing secondary schools in the districts centres of Sayed Khel, ChariKar, Bagram and Jabal Sarj. The "Great Idea" was to provide distance learning through DVD, radio and the support of mobile communication with a special focus on increasing gender parity in classrooms. In two years, the project has reached 5,646 students (more than half female) and 784 teachers. Not only did students benefit from increased learning, teachers have remarked that the lessons helped them as they had insufficient knowledge of the new government curriculum.

The format for this project was developed through the Butterfly Works co-creation method, which involves all stakeholders (including officials, teachers and students) to help develop the best solutions. The results were to address the subjects of maths, chemistry, physics, biology and geometry by broadcasting lessons from master teachers by satellite. Lessons were delivered by both male and female teachers – the female teachers are especially important, as it helps develop female role models in a country where women teachers are relatively rare. Students and teachers can use their mobile phones to ask the teachers questions, and contests are also used in the broadcasts to get further student involvement. Plans to upscale the project are underway – the challenge as the project upscales will be to find appropriate technology in areas which have much worse infrastructure than the piloted schools.

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
21	# southern partner organisations active in education that have participated in capacity-building programmes in countries in order to promote the transparency of, and public participation in, the planning, implementation, monitoring and evaluation of their educational activities (link to the Right to social and political participation programme).	12	25	49	20	38
	# southern partner organisations active in education that have implemented projects to promote the transparency of and public participation in the planning, implementation, (budget) monitoring and evaluation of educational policy. Link to Right to social and political participation programme.	18	19			
	# southern partner organisations active in education that have been trained in participative budget planning and monitoring.	3	11			

#### Performance on outcome and output level

To enable parents, teachers and students to hold governments accountable to provide quality education for all, their involvement in education systems is key. Evidence has also shown that increased involvement of parents and teachers could potentially improve the overall quality of education provided. Oxfam Novib has successfully strengthened involvement of parents, teachers and students in education interventions in 2012. The IMPACT alliance has strengthened community and youth involvement, and as a result we have already surpassed our targets for 2015. Part of this has been a result of the My Rights My Voice project, funded by SIDA, which focuses on youth as active citizens on education and SRH. Although for some countries there were delays in starting – such as Mali, due to the coup – Pakistan in 2012 made great strides towards actively involving youth as partners in the designing of project activities, including scripting of soap opera drama, and identification of issues for radio programmes and TV talk shows. In Afghanistan, 17 youth groups were formed (40% girls) and the project achieved the active support of village elders in allowing girls to participate in youth focus groups, even in more conservative districts such as Quarbagh.

In Palestine, with the partner Teacher Creative Centre, youth in 2012 took an increasing role in their community to improve the quality of education services through lobbying for and achieving library services for students, safer schools for both girls and boys through improved toilet facilities, and safe areas for girls to be active. In Uganda, local partner LABE – which increases parents' understanding and educational skills so that they can be more involved with the education of their children – was visited in 2012 by the Ministry of Education, and its concepts will be replicated on a modest scale by the local government.

The special project 'Quality Educators for All' has managed to get major teachers' unions in Mali and Uganda to agree on a shared framework of what it means to be a quality teacher. In 2012 the "competence profile" and other products were officially launched and the government of each country gave their endorsements. In-service training has started on a limited scale in line with the competences identified, prioritised according to local needs. Although the project works from the same objectives in both locations, the actual interventions are defined according to what is required in each context. In North Uganda, that means extra attention to counselling skills to cope with the effects of 20 years of conflict; in Mali, the focus is on qualifying community teachers. The topic of mother tongue education has been identified in both locations as something that needs to be incorporated in developing teacher competence. The project in Mali was heavily affected with teachers and students needing to flee their homes, the lobby work towards the government was also affected and targets in this arena were not met.

### 2.1.2.2 MDG 4, 5 and 6: Health

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

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

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying, campaigns and budget monitoring for SRHR.	8	28	11	9	3
25	# Dutch citizens that have been mobilised by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.	5000	0	16	2	1
	# lobbying activities and products aimed at persuading decision-makers and opinion leaders in the Netherlands and other donor countries to invest more money more effectively in SRHR and HIV.	4	12			

#### Performance on outcome and output level

The IMPACT alliance has advocated for more availability of preventive measures to ensure young women and men have access to quality health services. This result strongly connects to work done in the programme on gender justice. Under KPI 24, with Southern campaigning around implementation of effective lobbying, campaigns and budget monitoring for SRHR, this is right on schedule. Changes are happening in countries such as Pakistan (see below case), where curriculum and policies are being changed in order for young people to have more information about their own body and choices. In Afghanistan also, for example, BRAC was able to lobby the ministry of health to integrate many of their policies around health education forums at both community and health facility level, especially around well-trained and competent midwives.

In 2012 the Universal Access to Female Condoms project (UAFC) Joint Programme finalised activities from its first phase (2009-2011) and made a start on the next phase. The World Health Organisation prequalified a second female condom model, the CUPID condom, a big step towards more choice and variety of female condoms and a more viable female condom market. In Cameroon and Nigeria, 1.7 million female condoms were sold and 1 million people were informed on how to use female condoms. In Mozambique, the CUPID female condom (under its local name *Jeitosa*) was introduced for a specific target group of young urban women as the second type of female condom on the Mozambican market. During the International AIDS Conference in Washington DC, the UAFC Joint Programme illustrated the growing demand for female condoms with a chain of more than 14,000 connected and signed paper dolls, each with individual requests for more access to female condoms from women and men around the world.

As explained in the previous section on education, Oxfam Novib in 2012 has focused on the GROW Campaign, which has resulted in the numbers of Dutch citizens reached under KPI 25 on SRH as zero. KPI 25 will need to be reviewed as it is very unlikely that we will reach our goals by 2015.

## CASE

During 2012, Oxfam Novib in Pakistan worked closely with local partner Ahung on the Propagating and Institutionalising SRHR programme, focused on integrating SRHR issues and awareness into the policies of different institutions. As a resource organisation, Ahung works with institutions that can bring policy and practice changes. Ahung's efforts led to some significant landmarks during 2012; for example, its advocacy resulted in the successful integration of a Sexual and Reproductive Health Management Module as a cross cutting theme in the undergraduate MBBS curriculum of the Dow University of Health Sciences. Another important step was launching a radio campaign on increasing awareness on the importance of Nikah Nama, a legal marital contract. Under its Life Skill Education programme, Ahung is working with the Family Planning Association of Pakistan and five other organisations to develop an age-appropriate and culturally acceptable framework for comprehensive sexuality education (CSE) which can then be shared with schools and provincial education departments to try to standardise CSE across Pakistan.

### 2.1.2.2.2 Increased take-up of public and private health care

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
20	# partner organisations that have implemented projects to provide quality SRHR services to women, men, girls and boys.	35	37	697.000	1.009.292	1,065,165

#### *Performance on outcome and output level*

The IMPACT alliance has been very successful in 2012 in reaching over 1 million women and men to increase their access to public and private health care. In two years we have reached over 2 million women, men, boys and girls. Partners APYIN (see below for case) and EVA in Nigeria are responsible for reaching the impressive total of 74,895 youths (38,111 men and 36,784 women) who are now more able to make use of good preventive sexual reproductive health information and services. In particular, new partner EVA contributed greatly to this success through its mobile Q&A service offering advice and consultation on SRHR issues reaching 73,347 persons: 37,410 men and 35,937 women.

Programmes in Angola also reached large numbers of women and men (72,733 women and 61,114 men, totalling 133,847 persons) in 2012 with information and awareness activities and the distribution of contraceptives, including the female condom. In particular the campaigns of the organisation Prazedor, which extended its programme to more municipalities, reached high targets. Its focus was on vulnerable groups such as soldiers, people still living in or returning from refugee camps, street vendors and sex workers. It has been noticed that there is a growing awareness of HIV/AIDS and more people make use of the consultation and treatment facilities. The acceptance of female condoms by sex workers has drastically increased, although sufficient and constant supply remains a problem in Angola.

Slowly but surely, through interactive programmes, communities are seeing differences in behaviours around sexual and reproductive health. AADeC in Mali reports that taboos are slowly being broken, with an increase of parents and children talking together about sex and the rise of condom use (97% from 25% at the start of their programme).

Oxfam Novib and HIRDA have also been combining education, SRH and gender by ensuring that girls and women teachers feel safe in schools. Part of ensuring that both girls and women are active in the education system is providing sanitary napkins or having students or NGOs make them, for example in Uganda and Afghanistan. In Afghanistan, a major lesson learned was that manufacturing of sanitary pads was too dependent on importing machines from abroad, which caused major complications and delays. In Mali, providing toilets in schools has also reduced absenteeism; as the Director of village Bayaba's school in Mali explains, "Before the construction of school latrines, sometimes we left to go to the village or in the bush behind the school to relieve ourselves." With the latrines in the school, there is no excuse for students or teachers to leave and not return.

## CASE

Health Rights Action Group (HAG) is a civil society advocacy organisation committed to promoting improved knowledge of and access to human rights for those living with or affected by HIV/AIDS and other diseases. With support from Oxfam Novib, HAG focuses on working with vulnerable populations such as women, young people and people living with HIV/AIDS. Through empowering teachers, HAG has been able to work towards building the awareness of children and youth about their sexual and reproductive rights, and to approach issues considered taboo.

One student explained the changes since the programme started: “During our counselling sessions, I no longer fear to ask questions on sexuality and HIV/AIDS because our senior woman teacher encourages us to ask. She assures us of confidentiality and that she understands what we are going through. Before, one would be called a spoilt girl for asking questions on sexuality.” Teachers have reported a decrease in school dropout rates due to SRH-related problems. One of the lessons learnt from this project is that parents have to be brought on board to complete the cycle of information flow and the required support for the young people. There was a feeling that this information and skills were vital in shaping the future of the young people, but that it stopped at school.

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
27	# knowledge trajectories that have been organised in the field of HIV/AIDS mainstreaming	5	3	11	7	4
	# local and international partners that have the resources and capacity to document their experiences and to publicise them (inter)nationally.	3	1			

#### Performance on outcome and output level

Oxfam Novib has invested strongly in HIV mainstreaming in the past through several initiatives. As a result, a relatively high number of current partners have developed strategies to mainstream HIV and increase the effectiveness of their programmes. A special project started by Oxfam Novib to support partners to develop workplace policies, which ended in 2011 due to budget cuts, was taken over by SAN!. They have developed plans – along with other Dutch organisations including Oxfam Novib, ICCO, Cordaid and Hivos, and SAFaids in Southern Africa – to lobby funding organisations on the importance of workplace policies and HIV mainstreaming. A study will be carried out in 2013 to be used as an advocacy report.

The MAIN project, coordinated through Oxfam at regional level in East and Central Africa, has led to more effective programming, particularly on livelihoods, taking into account the reality of HIV. It is through this programme that Oxfam Novib has managed to stay on track to reach its planned outcome for 2015. In Uganda it is reported to be clearly visible that Oxfam Novib partners benefit from the knowledge trajectory enabling them to carry out external mainstreaming of HIV/AIDS.

### 2.1.2.2.4 Greater equality in healthcare access for men and women

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
22	# organisations of people living with HIV that are (also) supported by the IMPACT alliance.	15	25	22	23	21
	# partner organisations that are active in SRHR and that receive support or training in order to strengthen their capacities in terms of transparency and participative planning, monitoring and evaluation.	7	46			

#### Performance on outcome and output level

In 2012 the IMPACT alliance supported key partners in a number of countries, sometimes working with knowledge institutes, to be able to better involve youth, PLWH and/or women in their programmes. Involvement of these groups is key to ensure SHRH programmes are sensitive to their needs and thus more effective. Participation of these groups also reduces the stigma faced particularly by PLWH, empowers groups that face exclusion, and strengthens the downward accountability of NGOs. In March 2012, Oxfam Novib organised with ICCO Kerk en Actie a training for 17 French speaking West African partners and one partner from Rwanda to learn how to use a tool developed by SAN! and WPF/Rutgers to measure behavioural change in regard to SRH

programmes. Results from the training have already been noticed, with improved monitoring and evaluation strategies by partners involved.

In Angola partner organisation Fojassida has improved its involvement of people living with HIV in their programme. Due also to their active women's group, they have succeeded in increasing the percentage of women in their programme. As mentioned under KPI 21, the Pakistan office and partners are trying to strengthen young people's voices to realise their sexual reproductive health rights. The Pakistan office reports that they are learning how to look at youth groups as actors instead of passive recipients in the programmes on SRH and education.

#### **CASE**

The Association of Positive Youths living with HIV and AIDS in Nigeria (APYIN) set up the Network of People living with HIV/AIDS in Nigeria (NEPWHAN) in June 2005 with the aim of promoting the involvement of the positive youths (aged between 15-35 years) and making sure that issues important to youth are included in HIV/AIDS programming in Nigeria. Through consultations, APYIN started as a constituency for young people living with HIV/AIDS to share experiences and address issues affecting their rights and well-being. The current intervention strategies include involving young people in peer education, awareness and support to out-of-school youths, care and support groups among positive youths, policy and advocacy, and sensitisation through mass media. APYIN's SRHR programme as a whole has become a model for other youth organisations and NGOs in the country.

In conclusion, programme 2 is mostly on target in meeting the outcomes and outputs forecast for 2015, and has already surpassed many of its goals. Where we are lagging slightly behind is knowledge information management, and this will need to be a focus in 2013. Furthermore, due to the organisational decision to focus on the GROW campaign we will not be able to reach the targets for our Dutch campaigning under KPI 25 and 55 by 2015. What the monitoring demonstrates is that we are moving away from service delivery towards a more rights based approach challenging government, communities, parents, teachers and youth to innovatively improve the quality of education and SRH services and information provided. As an alliance we are trying to use technologies to strengthen the reach and scope of both providing education (such as the case of the distant education programme in Afghanistan) and providing larger coverage of information on SRH (as in the case of Nigeria and mobile phones). We are also working with youth groups to demand their right to quality education and SRH services. The hard work of our partners in lobbying their governments is paying off with policy changes that will hopefully have a large impact (for example in Pakistan and Bangladesh). If we can capture and learn from our experiences more effectively then we will be one step closer to achieving our goal to ensure quality education and SRH information and services that empower girls, boys, women and men around the globe.

## 2.1.3 Programme Right to life and security

### Objectives

Greater role for women in conflict transformation

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

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

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

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

### 2.1.3.1 MDG 3: Gender

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

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

#### 2.1.3.1.1 Women, peace and security

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
30	# partners in fragile states that have received support in order to strengthen their capacities in terms of conflict sensitivity.	21	6	52	16	102
	# partners in fragile states that have received support in order to strengthen their capacities in terms of female leadership in conflict areas.	13	27			

#### Performance on outcome and output level

Oxfam Novib is working to strengthen the capacities of partners in the area of conflict sensitivity and female leadership. The output (6) on the number of partners that have received support to strengthen their capacities in conflict sensitivity is much lower than the planned output (21), due mostly to capacity constraints and the fact that colleagues do not know how to provide support to partners in this area. On a more positive note, conflict sensitivity has been included in a number of externally-funded proposals which have obtained funding.

Strengthening women's leadership (UN Resolution 1325) is done both directly, through financial support to partners, and indirectly through two global programme partners – International Action Network on Small Arms (through the women's network) and the Women's Initiative on Gender Justice – which have expertise on female leadership and UN Resolution 1325. Given that the planned output on women's leadership was 13 partners and the realised output 27, and that Oxfam Novib already surpassed its 2015 outcome target this year, partners are clearly performing well in this domain. Moreover, in 2012 Oxfam Novib also made tremendous progress in strengthening our work in support of UN Resolution 1325. A Special Project on 1325 was approved by the Board of Directors in the summer and the programme developer started her assignment in November, with results (i.e. an externally funded programme) expected in 2013. Moreover, we financed a research project focusing on the role of women and peace-building in Somalia. Oxfam Novib also provided a substantial financial contribution to the 2012 Summer School on Women, Peace and Security. It is very positive to note that both the Special Project and the Somalia research project have a strong emphasis on knowledge and information gathering, and on learning to find out what approaches are effective in achieving gender-inclusive peace processes and peace building. The Summer School, in which there is much face-to-face engagement between participants and the organisers, also provides the organisation with a wealth of information and knowledge in this regard.

Oxfam Novib staff played a critical role in the development of two projects within the framework of the MFA 1325 Working Groups (on Afghanistan and DRC respectively, see the case below). Both projects received funding at the end of 2012. Finally, our Global Link bureau launched a thematic fund on Women, Peace and Security similar to the GROW Fund launched the year before. Disappointingly, both the number of submissions and the relative number of approvals was lower than with the GROW Fund. For 2013, changes will be made in the procedure to improve the results in this regard; new and social media will be used to obtain more innovative proposal submissions.

#### **CASE: National Action Plan (NAP) 1325 in the DRC**

In the DRC women make up less than 10% of those elected to institutions at the national and provincial levels, despite comprising 52% of the population. Established in 2012, the NAP 1325 signatories active in the DRC are Sundjata, Tiye, Tosangana, ICCO, Cordaid, Oxfam Novib, Fadhaf and the Dutch Ministry of Foreign Affairs. The Dutch Ministry of Foreign Affairs has allocated an annual budget to facilitate joint work in the DRC. Oxfam Novib staff play a key role in developing the work of this working group.

The first initiative of the NAP 1325 DRC working group was to select a partner organisation to commission a study on female leadership in the DRC (the Kivus and Kinshasa). Cordaid's partner in Kinshasa, CJR 1325, was chosen to conduct this study to find out more about female politicians and the power they do or do not have, and identify the impediments to effective participation. The study was finished at the end of 2012, which is quite an achievement given how the conflict in Eastern DRC had worsened by the end of the year. The results of the study will be highly useful for deciding on effective national advocacy and campaigning for female leadership in the run up to the regional elections. Results will be used in lobby and advocacy, media and social media on the local and regional level in the DRC in the run up to the provincial elections and future political processes, to call attention to the possibilities and challenges for female leadership.

As a second initiative, the NAP 1325 DRC working group together with INGO Search for Common Ground (SFCG) developed a programme to promote female leadership and participation in the DRC with three local partners – CRJ 1325, DFJ and SARCAF. This programme obtained funding from the Dutch MFA and will be implemented in 2013 in three targeted regions: Kinshasa, North Kivu and South Kivu. The establishment of such collaboration means that a significant change on the ground for women's political participation is more likely to happen, with a higher proportion of qualified, well equipped and motivated women being elected to or starting to participate in provincial and national institutions.

#### **2.1.3.2 Theme: Fragile states**

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

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

### 2.1.3.2.1 A safer society for all citizens especially women

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
28	# partners in fragile states that have implemented projects concerning conflict transformation.	11	38	484.000	421,092	676,719
	# partners in fragile states that have implemented projects concerning the protection of citizens and/or peace building.	7	29			
	# partners in fragile states that have implemented projects that contribute to the identification of female leadership, active participation and women's influencing role in peace processes.	10	22			
34	# partners in fragile states that have received substantive support from Oxfam Novib to hold their government to account, e.g. through lobbying, campaigns and research, about its obligations to guarantee peace, security, protection and access to humanitarian aid to its citizens.	11	10	21	14	17
	# partners in fragile states which, in association with the IMPACT alliance, have undertaken lobbying activities and campaigns in order to hold governments to account about their obligations to guarantee protection and access to humanitarian aid to its citizens, and to fulfil their obligations under UN Resolution 1325.	0	18			
	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	3	19			
	# national governments that have been held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy.	4	3			
35	# partners in fragile states that have exchanged knowledge about conflict transformation and the protection of citizens with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).	2	6	12	3	9
33	# partners in fragile states active in conflict transformation that have received support from Oxfam Novib to improve their capacities in terms of lobbying, research and networking.	9	23	27	17	20

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# partners (active in conflict transformation) in fragile states that have been trained by the Consortium in the use of new and social media.	3	0			
	# southern partner organisations that have received content specific support from Oxfam Novib in terms of lobbying, campaigning and (new) media in order to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	2	7			
	# innovative methods developed by the IMPACT alliance and used to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	3	0			

### *Performance on outcome and output level*

The IMPACT alliance is working to enable more women and men to protect themselves against violent conflict, and to limit its damaging effects, by supporting partners working in the areas of conflict transformation, protection of civilians, peace building and strengthening of women's leadership. Whilst a number of partners have been carrying out conflict-related work for many years, conflict transformation as a theme is relatively new for the IMPACT alliance. In 2012, 38 organisations carried out work in the area of conflict transformation, 29 organisations carried out projects in the area of protection of civilians and peace-building, and 22 strengthened women's leadership (for additional results in the area of women's leadership please refer to section 2.1.3.1.1 on women, peace and security). As a result of this work, a total of 676,719 people, the majority women, are now better able to protect themselves against the effects of violent conflict. This outcome presents a significant overachievement compared to the planned outputs, but also a significant increase compared to last year's realised outputs, which is a sign that Oxfam Novib is developing its conflict transformation priority theme through increased investments in this area of work.

An important lesson learned from 2011 was that the types of projects carried out were at times so different that it was hard to compare outputs across the board. To achieve stronger uniformity of work, this year a lot of investments were made to develop Oxfam Novib's knowledge of the priority theme of conflict transformation. A policy paper was written highlighting the importance of conducting conflict analysis. In October, a workshop on conflict analysis was held for all Oxfam Novib staff who is engaged in one way or another on conflict transformation. This workshop was a huge success, with follow up country-specific conflict analyses for both Oxfam and partners held, for example in OPT/I, and others planned (Pakistan, Somalia, Zimbabwe, South Sudan, Great Lakes).

2012 was also used to further map the gaps in knowledge which Oxfam Novib staff still has to overcome in the area of conflict transformation. To continue with the learning begun last year, a series of webinars and other learning events are being organised in 2013. The recruitment of a dedicated conflict transformation advisor for the three post-conflict reconstruction programmes will also support this end. Moreover, it is critical that Oxfam Novib obtains better insights into the different strategies and tactics used by partners working on this field, to be able to compare and contrast and share learning among partners.

The development of Oxfam Novib's conflict transformation work was greatly spurred by the 15 million euro grant which it received from the DGIS Post-Conflict Reconstruction Tender for the 2012-2016 period. Programmes will be implemented in Afghanistan-Pakistan, Great Lakes (DRC, Rwanda, Burundi), and South Sudan. Much of the second half of 2012 was spent recruiting staff, commencing partnerships with organisations identified for the programmes, and downsizing the programme scope to suit the percentage of the grant obtained. Activities on the ground will start in early 2013.

The following paragraphs provide snapshots which give an overview of some of the work carried out in 2012. In Pakistan, a partner focused on disarmament and governance work, in particular in Karachi, expanded its work to election monitoring to sensitise citizens on their right to vote and to strengthen their election monitoring capacity in light of the upcoming 2013 elections.

Myanmar is not one of the countries where conflict transformation was identified as a priority theme. However, in light of the important political developments that are taking place – the opening up of political space, but also the

breakdown of a ceasefire agreement between the government and an ethnic armed group – an Oxfam Novib partner decided to undertake a participatory *Protection Study Research in Kachin State* with the involvement of IDPs in the design of the questionnaire. Advocacy will be carried out on the basis of this study, which identifies what constitutes safety and voluntary and dignified return, in 2013. Another partner, the Initiative for International Dialogue (IID), convened a Roundtable on Peace Building and Conflict Transformation in parallel to the ASEAN meeting in November 2012. This roundtable provided a space for representatives of governments and civil society organisations working on peace building to explore possible responses to contribute to peace building initiatives in the ASEAN region, specifically Myanmar.

A number of partners used advocacy and campaigns to hold their governments to account for ensuring peace, security and protection of civilians. The outputs are sometimes in line with, but generally higher than, the target number for 2012 – a positive development. Hopefully from 2013 onwards it will be possible to say more about the impact of this lobby and advocacy work. One great advocacy success is the precedent-setting decision by the Magistrates’ Court in Israel to order the immediate cancellation of 51 demolition orders for the homes of 500 families in the unrecognised Arab Bedouin village of Alsira. This ruling, a first in Israel’s legal history, followed a motion by partner Adalah on behalf of the villagers. This is just one of the many advocacy successes which our strong partners in Israel and the OPT working on Programme 3 achieved in 2012.

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

In Afghanistan, the Rights in Crisis (RIC) Campaign raised the issue of the threat to women’s rights from the transition and peace process. A report was published reviewing what has been achieved over the last ten years on women’s rights and is currently at risk of being lost again. National and international lobbying on these issues was conducted in six affiliate capitals as well as in Brussels and New York. Oxfam was also very successful in influencing positively the mandate of ISAF during the ISAF mandate renewal in October. In February, the RIC Somalia team launched a major report titled “A Shift in Focus: putting the interests of Somali people first”. This was the first major publication that Oxfam had published on Somalia under its own name for several years and was used widely for lobby and advocacy work in the run up to the London conference of 2012. It set out what Oxfam wanted actors at the London conference to do. Some of Oxfam’s demands were reflected in the outcomes of the conference. Finally, the Somalia team was successful in lobbying for a three-year consolidated appeals process which included a significant shift towards building resilience into humanitarian programming.

#### 2.1.3.2.2 Better living conditions

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
29	# partners that have implemented projects concerning local resilience, with a special focus on the role of women, in fragile states.	24	34	326.000	73,546	357,830
31	# partner organisations in risk areas that have received (financial) support to strengthen their capacity in the area of community-based disaster risk reduction.	31	55	61	38	36
32	# partners active in risk areas that have received support to develop contingency plans comply with international quality standards for humanitarian assistance, and are strengthening the role of women in humanitarian and contingency planning.	46	44	63	35	52
	# alternative (remote) monitoring mechanisms to achieve accountability that have been designed and implemented with support from the IMPACT alliance.	1	5			

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
36	# partners in fragile states that have exchanged knowledge about community-based disaster risk reduction with knowledge institutes (e.g. through participation in conferences and studies, the publication of articles, etc.), with each other and their grassroots support (e.g. by means of joint (study) meetings and networking).	3	16	14	2	12

### *Performance on outcome and output level*

To enable men and women to better protect themselves against the effects of natural and manmade disasters, Oxfam Novib in 2012 supported 34 partners (24 planned) to build up local resilience. Moreover, support was provided to 55 partners (31 planned) to include community-based disaster risk reduction in their work and support was provided to 44 partners (46 planned) to provide quality humanitarian response according to international standards. The outputs either surpass or conform to expectations, and in some cases the outcome targets for 2015 have already been reached. These positive outputs and outcomes are the result of two factors: 1) a clear prioritisation by the Board of Directors at the end of 2010 to build up Oxfam Novib's humanitarian capacity, and 2) an increase in externally-funded projects for which targets had not been included in the planning.

In a number of countries where Oxfam Novib has, or will obtain, the humanitarian lead role for Oxfam, it is investing in building up the humanitarian capacity of partners starting with capacity assessments. Such assessments took place in Bangladesh, Cambodia, Mozambique, Uganda and Vietnam.

In 2012, through support to partners and channelling funds to other Oxfams, Oxfam Novib provided humanitarian assistance to approximately 1.25 million beneficiaries. This is an aggregate number which includes very different forms of assistance (for example, one beneficiary received plastic sheeting for shelter while another received hygiene awareness). Moreover, this number says nothing about the quality of assistance provided. For such information reference to reports of individual programmes is necessary.

The paragraphs below provide a snapshot of some of the humanitarian response work which took place in 2012.

In 2012 Nigeria was confronted with the worst flooding in 40 years. Over 7 million people in 32 states were affected. Oxfam Novib staff participated actively in national and UN coordinating bodies and partner Niprodev was financed to implement a livelihood recovery programme in three flood-affected states. In cooperation with the Nigerian Red Cross Society, a programme has been developed to improve water and sanitation facilities, and to promote hygiene awareness for 7000 families in two states. This programme will be implemented in 2013.

In Haiti, Oxfam Novib continued to support the Oxfam Haiti Earth Quake programme, which was formally concluded in December 2012. The programme continued to focus on provision and restoration of water and sanitation services; income recovery and revenue-generating activities; preparedness for future emergencies; and advocacy to prevent the forced eviction of camp residents without proper consultation and without places being indicated where they could resettle. In 2012 the programme was evaluated. The evaluation emphasised the complexity of working in a fragile state like Haiti and showed that while a number of outputs have been achieved others were lower than envisaged. Moreover, the sustainability of Oxfam's water and sanitation services and livelihood activities are not fully guaranteed in Haiti's fragile context with weak government and institutions. Oxfam Novib staff was involved actively in the audit programme of the Supreme Audit Council of the Netherlands (*Algemene Rekenkamer*), which included a field visit. The Supreme Audit Council was positive about the accounting and reporting systems applied by the members of the *Samenwerkende Hulporganisaties* (SHO).

In the Great Lakes there was a serious deterioration of the humanitarian situation, with a new low in the Eastern DRC as M23 invaded and occupied Goma. Due to the violence and insecurity it is extremely difficult to provide assistance to those in need. Oxfam Novib, as part of the Oxfam Great Lakes response, supported three partners who in turn supported 3000 households, refugees and host families with primary needs, and scaled up its community health programme in and around Goma. This programme is increasingly responding to the basic health needs of IDPs as well as to the resident population. With other Oxfam affiliates we are lobbying for a peaceful resolution of the conflict through the Rights in Crisis campaign. In DRC a total of some 92,000 people were assisted. Oxfam Novib also provided funds to Oxfam GB to provide emergency water and sanitation activities in two refugee camps in Rwanda.

Other countries where humanitarian assistance was provided are Afghanistan, Mozambique, Myanmar, Niger, Pakistan, Somalia, South Sudan and Sudan.

In 2012, innovation by Oxfam Novib and partners was seen in a number of countries. In Pakistan, Oxfam Novib decided to focus on Sexual and Reproductive Health Rights (SRHR) in addition to WASH and EFSL in emergencies, so that communities can identify vulnerable groups and support them in meeting their needs in this area during emergencies. Another innovation in Pakistan is the development of database software for registration of beneficiaries. To maximise accountability, Oxfam Novib partners in Pakistan have established People's Accountability Commissions (PAC) to help communities reap quick accountability results, as elected representatives, government officials and other stakeholders attend PAC meetings and respond to queries and concerns of civilians.

In Somalia, Oxfam Novib was actively involved in the development of the Somalia Resilience Consortium (together with World Vision as lead, ADRA, ACF, COOPI, CARE and DRC) to build on initiatives and experiences of partners in the areas of climate change and adaptation, microfinance, rangeland management, food security, and other related and potentially sustainable livelihood options linking livelihood to humanitarian programming. These efforts culminated in the design of the Somalia Resilience Programme (SomRep) consortium. This consortium provides a competitive edge to donors and more efficient implementation.

To promote learning, in November the Oxfam Novib Humanitarian Department organised a workshop on Humanitarian Capacity Building in Nairobi, which brought together partners and Oxfam Novib staff from seven countries: Somalia, Niger, Bangladesh, Pakistan, Afghanistan, Sudan and DRC. The DRC staff and partners presented on their humanitarian capacity building (HCB) programme which formed the red thread in the workshop. The objective was to learn from each other, by exchanging knowledge and experiences. Follow-up work in 2013 is to monitor the progress of HCB and to enhance the approach and practical tools.

Throughout the year, the Humanitarian Department's Rapid Deployment Team (RDT) carried out numerous extended missions. In the field they provided valuable hands-on learning and support to both field-based colleagues, who were often new to the organisation, and to partners. Learning and support included carrying out humanitarian capacity assessments, and WASH and EFSL programming.

#### **CASE**

Frequent floods in Pakistan during the monsoon season cause major destruction to weak infrastructures, exacerbated by lack of capacities within communities and lack of attention by district governments.

At the community level, ON partners have implemented different activities to cover various aspects of Disaster Risk Reduction (DRR). Grassroots activities are conducted through pre-existing WASH Committees, where communities are involved as the main stakeholder in disaster management. After the tailor-made trainings, the WASH Committees develop Disaster Risk Management Plans (DRMPs). So far a total of 126 DRMPs have been developed. These plans are compiled and developed into an umbrella plan at the Union Council (UC) level through forums formed by Oxfam Novib partner Doaba.

The forums advocate for improved performance from the District Disaster Management Authority (DDMA) to allocate budget for contingency planning. After rounds of discussions and advocacy, the DDMA in Muzaffargarh district allocated one million Pakistani Rupees for the DRMPs.

In addition to the DRMPs, community-based early warning committees that consist of two women and two men have been created. These committees are linked to local representatives of the Meteorological Department and barrage authorities through text messages to get updates on unusual activities that could cause disaster. Committee members are given exposure visits to nearby barrages and dams for enhanced orientation. They are mobilised to coordinate directly with respective district authorities for disaster management plans or allocations.

The main results of this work are that organisations have been able to review contingency planning; they were able to suggest budget allocations for effective and coordinated preparedness and response; community organisations at the village level and UC-level committees were formed to work together with the district authorities to make effective planning and preparedness; and the forums were able to establish strong linkages with government line departments. In terms of impact, all stakeholders including the communities, civil society and government line departments realised the importance of the issue and took collective, coordinated action to deal with the situation; the communities managed to form a collective forum and the members were fully involved in the preparation of participatory flood plan and budget; the district government has included forum volunteers in the DDMP; the district government allocated budget for the contingency plan; and communities have easy access to updated information regarding early warning and preparedness. As a result of this work, future floods should hopefully result in less loss of life, property and livelihoods.

In conclusion, the Programme Right to Life and Security is well on target to meet most outcomes and outputs forecast for 2015, and many goals have already been surpassed. Oxfam Novib can be very pleased with the progress made in the area of women's leadership and UN Resolution 1325. 2012 was also a successful year in terms of developing Oxfam Novib's priority theme conflict transformation. Partners carried out more projects than planned, and Oxfam Novib staff undertook a huge number of learning activities. Having said this, we are well aware that much work still needs to be done in this complex domain. This includes, importantly, a better understanding of best and worst practices, and achieving greater coherence in approaches used by partners to achieve conflict transformation. Finally, 2012 was a positive year in terms of building up Oxfam Novib partners' humanitarian response capacity and inclusion of DRR into partners' work, and in reaching a significant number of beneficiaries in need around the world, including in countries where humanitarian access is severely restricted due to insecurity, bureaucratic impediments and restricted humanitarian space. It is positive to see that in DRC, where Oxfam Novib invested in humanitarian capacity building of partners, partners were able to make use of these new skills during the recent upsurge in fighting in the east of the country. Of course, continued improvements in monitoring of response quality are needed.

## 2.1.4 Programme Right to social and political participation

### Objectives

Improved access to information for disadvantaged groups, in particular women

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

Improved access to the legal system for disadvantaged groups.

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

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

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

### 2.1.4.1 Theme: good governance and civil society building

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

- Outcome 37 No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media
- Outcome 38 No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)
- Outcome 39 No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)
- Outcome 40 No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women
- Outcome 41 No. of cases revealing that globally-linked citizens and globally-operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media
- Outcome 42 No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation
- Outcome 43 No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the IMPACT alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights
- Outcome 44 No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)
- Outcome 45 No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.
- Outcome 56 No. of women and men that are legally empowered through increased awareness about their rights.

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
42	# lobby initiatives in which the right to free association / space for civil society is being defended	20	26	151	172	57
	# organisations involved in citizen dialogues in favour of space for civil society	36	159			
	# organisations involved in lobby initiatives regarding the right to free association and freedom of expression	13	142			
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	9	128			

#### Performance on outcome and output level

There is considerable evidence from international groups such as Oxfam Novib's partner organisation CIVICUS that space for civil society is shrinking. Within not only repressive regimes but also some emerging economies and established multi-party democracies, space for civil society activity is becoming increasingly restricted through the imposition of legal restrictions, bureaucratic constraints, and the intimidation, imprisonment and even assassination of civil society activists. In 2012, some states have clamped down on the use of the internet, particularly social media, and other information and communication technology, to deter or prevent individuals from exercising their right to organise peaceful assemblies.

The IMPACT alliance works in partnership with civil society actors that see their role as innovative agents of change and social transformation and defenders of democratic principles, and as such contribute in an essential way to development. Particularly for those actors that challenge injustice, the working environment has deteriorated over the past year.

Despite – or due to – the deteriorating situation, Oxfam Novib has greatly surpassed the planned output targets on lobby trajectories and dialogues regarding civil society space, the right to association and the right to freedom of expression (Outcome 42). The decreased space for civil society has made more and more organisations fight to defend the space and the right of association.

In 2012 the issue of repression of civil society was high on the agenda in many countries. In the wake of the Arab spring, Oxfam organised in the first quarter of 2012 a conference on the subject of “Democratic transition in the Arab Region, shaping relationships between state and civil society”, which brought together civil society actors from Egypt, Morocco, Tunisia and Yemen to identify key conditions needed to advocate for their civil-political and socio-economic rights, and to identify key events for influencing policies in the countries in the region as well as internationally. Civil society activists from Georgia and Serbia shared their experiences with transitions to democracy after a revolution. Global partner organisation CIVICUS also participated and shared its experience. Further collaboration between CIVICUS and partners and staff in Oxfam Novib countries on civil society space is currently being explored.

Our Pan-African partner organisation CCP-AU co-organised a pan-African conference on the shrinking space for civil society in Africa under the theme “*Protecting Democracy: Reclaiming Civil Society Space in Africa*”. About 70 civil society leaders from 25 African countries gathered to strategise on protecting democratic space for civil society, identifying tools & strategies for defending democracy, and sustaining the process going forward. Oxfam published a paper in 2012 entitled “Power in Transition: Entry points for strengthening governance and citizen participation in transition countries”.

Oxfam Novib has continued to prioritise strengthening and building the capacity of civil society in itself, given the imperative role of civil society as a countervailing power. For instance, in South Sudan we have started a civil society strengthening project from the vision that a strengthened civil society – from traditional leaders to the media, to development agencies and religious groups – will support the building of legitimate institutions that in turn will benefit all South Sudanese and help citizens hold their government and institutions accountable. This project is co-financed by the European Commission.

In countries where civil society space is rapidly shrinking it has also been very important to develop the accountability and capacity of civil society itself, including strengthening links with their local constituencies.

In a number of countries Oxfam Novib partners have worked on new country-specific constitutions and NGO laws. In Egypt, partners have been involved in a campaign around the new NGO law, national dialogues on the right to association, freedom of expression, civil society space and implementation of human rights treaties. In Morocco, civil society is engaged in translating into reality the constitutional reforms adopted in the wake of the Arab spring, which envisaged more space being created for civil society participation on a wide range of issues as well as more power being delegated to local government structures. In South Sudan, civil society has been able to prevent the passing of a proposed restrictive NGO law. In Tunisia, our partner organisation IFEX has managed to get commitment from the authorities to hold regular consultations with civil society and concerned groups on freedom of expression. The report “The Scars of Oppression Run Deep: Assessing the Critical Requirement for Freedom of Expression in Tunisia’s Democratic Transition” has proven to be a useful benchmark on the changing media freedom issues post-revolution, and has been an important reference point for the UN Universal Periodic Review in the country. Also in other countries, such as Zimbabwe, partner organisations have coordinated civil society participation in the Universal Periodic Review.

Although new space for civil society had been created in the South East Asia region, much work still needed to be done to protect it. In Laos the newly-negotiated space created a cautious sense of optimism; however, this optimism was tempered during the last quarter of 2012 with the official launching of the construction of the Xayaburi dam, the expulsion of the director of Helvetas, and the abduction of the founder of Oxfam Novib’s partner PADETC, whose whereabouts are still unknown.

Our partner organisation Human Rights Watch has publicised numerous cases of violations of freedom of expression and assembly, e.g. in Rwanda in the lead-up to the parliamentary elections. The work of Human Rights Watch is not financed out of the DGIS grant, but in many countries its work contributes greatly to the protection of civil society space and for that reason it is highlighted here. Human Rights Watch has, for instance, influenced many policy decisions to pursue crimes against humanity and torture through international law. It also supports local activists and other partner organisations through collaboration and training. In Angola, Oxfam Novib supported Human Rights Watch to publish a report on the country’s upcoming elections, examining attacks on freedom of media, expression and assembly which included curtailing internet freedom and shutting down social network sites. Human Rights Watch’s press releases and media outreach drew national and international attention to Angola, and eventually the Supreme Court of Angola released 16 demonstrators.

In Zimbabwe, our partner organisation NANGO, the umbrella organisation for Zimbabwean NGOs, made it possible for CSOs to respond in a coordinated manner to the emerging threats to their operating space. The CSOs have launched a massive engagement and publicity offensive in response to the banning of 29 NGOs from operating in Masvingo.

#### ***CASE: A more cohesive, accountable and transparent NGO sector in Cambodia***

Space for civil society has been decreasing in Cambodia over the past few years, as demonstrated by the intimidation of activists through defamation lawsuits, threats, physical assault, imprisonment and even some execution-style killings. The government is attempting to enshrine restrictions on civil society in a legal framework regulating the activities of NGOs (the ‘NGO law’). Oxfam partner Cooperation Committee for Cambodia (CCC) played a key role in advocating against the negative impacts of this law, which was first presented in 2010. Discussions of the law have now been postponed until 2014.

In addition to lobby activities, CCC has run its ‘Governance Hub Programme’ since the early 2000s. The programme aims at strengthening civil society organisations’ internal governance structures in order to enhance their legitimacy, credibility, effectiveness and cooperation. The programme’s primary targets are individual NGOs, networks/coalitions/alliances and the NGO sector as a whole. Secondary targets are other development actors such as community-based organisations, people’s organisations, academia, government institutions and other development partners. The programme consists of three components: 1) Voluntary certification of NGOs; 2) Capacity development; and 3) Learning and knowledge management, advisory, referral and linkages. The standards and benchmarking of the certification process were set through a long series of consultations among certified NGOs, two independent governance committees and selected representation from the donor community.

The scheme is self-driven and managed by the NGO sector. Increasingly, donors are looking at certification when funding Cambodian organisations. Moreover, a more cohesive, accountable and transparent NGO sector will not only be more effective in promoting Cambodia’s development, but also stronger in standing up to criticism that may accompany the resumption of the discussion on the NGO Law in 2014.

### 2.1.4.1.2 Political, administrative and societal checks and balances

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
37	# projects that use a mixture of new media and traditional media (radio and television) for communication about development themes.	28	90	772,000	799,364	1,624,934
	# new media platforms that have been set up or improved by partner organisations or as the result of adhoc online initiatives.	6	12			
	# projects of small-scale organisations (community, NGOs and small and medium-sized enterprises) that are being facilitated via online platforms.	101	108			
	# developed training sessions about understanding and the use of new media, based on the methodology and toolkits developed in cooperation with the Impact alliance.	10	13			
39	# partner organisations that took part in development programmes on new media, the ethics of journalism, and citizen journalism.	14	10	45	34	33
	# professional training courses on new media and citizen journalism that have been organised and implemented.	6	5			
	# media organisations that have implemented programmes aimed at improving their commercial and ideological independence as media.	3	53			
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	24	55	60	68	113
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	26	45			
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	5	14			
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	4	31			
	# trajectories that monitor the budgets of international institutions and businesses.	12	3			
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	1	6			
	# trajectories that monitor income from mining and the oil industry.	2	5			
44	# local and global partner organisations that, in association with knowledge institutions, are involved in knowledge exchanges about access to information.	15	46	65	46	26

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# local and international partner and knowledge institutions that lead or participate in initiatives for exchanging knowledge and experiences about improving access to information for, by and about citizens.	23	9			

### Performance on outcome and output level

In 2011 we underperformed on the targets set for access to information by using ICT and new media, and we have therefore invested considerably in 2012 to have Oxfam Novib and its partners make better use of ICT and new media in their work. The results table shows that this year we have surpassed our targets significantly (Outcome 37).

We have recognised the potential of ICT to amplify the effectiveness and impact of our partners when demanding more transparency and accountability from duty bearers. To this end, Oxfam Novib collaborated with The Engine Room, a research NGO examining the use of ICT for social activism. The Engine Room developed a method to assess ICT capacities which was piloted with Oxfam Novib's partners in seven countries: Niger, Angola, Rwanda, Uganda, Pakistan, Egypt and Burundi. Somalia is also due to participate in the first quarter of 2013. The data will provide insights into the use and choices of ICT by Oxfam's partners and it will be the basis for future programme development and capacity development activities in this area. The collaboration with The Engine Room also resulted in a joint submission to SIDA, also including the 1% Cub, in response to its call for proposals on ICT, freedom of expression and democratisation.

A special project on access to information will be developed in the first few months of 2013, focusing on advancing access to information with ICT in selected countries. It will build on the results of the ICT mapping and the SIDA proposal. In a number of countries, e.g. Burundi, Uganda, Senegal and Cambodia, our partner organisations have been actively setting up and implementing monitoring systems around elections making use of ICT and mobile phones. Oxfam Novib published a paper on experiences with using ICT around election processes.

Despite government control of the internet, language barriers and limited internet coverage in some regions and countries where we work, partners are discovering more and more the importance and potential of ICT and new media. Several partner organisations started using different new media portals, such as websites, Facebook, Twitter, YouTube and blogs. ICT and new media is used more and more in a number of countries to popularise important issues, to involve youth, to influence policy makers and to mobilise men and women towards changes in laws.

In Egypt, partner organisation Hoqook provides people with daily impartial information from a human rights-based perspective through the digital portal Hoqook.com. The portal mainly functions as a gateway for radio and video broadcasts, news articles and commentary. The YouTube channel run by Hoqook attracted around 650,000 hits, and Hoqook manages to attract a young audience. In Burundi, at least 500,000 women and men have access to information on good governance issues such as freedom of expression, transitional justice, dialogue and conflict management between communities and general development issues, thanks to well-known independent radio channel and partner organisation Radio Isanganiro. Radio Isanganiro is also reaching people in neighbouring countries Rwanda, Tanzania and DRC and in the diaspora through its popular website [www.isanganiro.org](http://www.isanganiro.org).

In Uganda, Oxfam Novib and Butterfly works are investing heavily in innovative ways of working whereby ICT is used to make information more accessible, in terms of both outreach and affordability. The Internet Now! project, supported by the *Droomfonds* of the Netherlands Postcode Lottery, started in 2012 and over the next three years aims to provide around 872,000 people living in poor and remote communities of northern Uganda with internet connectivity combined with income-generating possibilities such as microwork and online agricultural trading. Another example is the Citizens' WatchIT project which received funding from the EC, where IT is used to promote good governance and democratic accountability via a citizens' manifesto in which citizens express their will on how they should be governed.

IMPACT alliance member Butterfly Works has contributed to setting up vocational centres for ICT and new media skills for marginalised youths, to increase access to information by raising the number of ICT professionals within marginalised communities. They have co-created and developed the Bits Academy curriculum together with trainers from Nairobis, Addisbits, Zanzibits and Kampabits.

IMPACT alliance member 1% Club has reached 28,203 people with small-scale projects that are being facilitated via online platforms.

Work on improving the professionalism of Southern media and citizen journalists (Outcome 39) has seen some good results, though further investments are needed in 2013 to contribute to higher extent to the outcomes. In several countries, journalists and bloggers have been trained in e.g. democratic governance, local development, budget monitoring, transparency and non-stigmatisation. Also, Oxfam Novib has continued to support community radio stations as a means to provide access to information to rural communities. Links have been made between global partner AMARC – the World Association of Community Radios– and local community radio stations, and training provided.

The work on accountability, transparency and public access to budget information of governments, businesses and institutions has progressed a lot (Outcome 43). The IMPACT alliance is very much ahead of targets on the amount of partners that undertake advocacy and campaigning initiatives to demand access to information and transparency, budget priorities for marginalised groups, anti-corruption legislation and fair taxation.

In Burundi, thanks to the advocacy of our partner organisation OAG and other actors, the national budget can now be consulted on the website of the Ministry of Finance at [www.finances.gov.bi](http://www.finances.gov.bi) and is also published through the local media. In Cambodia, partner organisation COMFREL has achieved impressive results around transparency, accountability, anti-corruption and access to information. In repressive countries, partner organisations monitor the capacity and willingness of governments to contribute to the development of activities from which communities benefit. Partners are finding their own ways to monitor in closed societies.

In a number of countries the capacity of partner organisations working on budget monitoring has been strengthened. This included capacity strengthening activities to pressure policy makers to prioritise the agenda of marginalised groups during the process of formulating budgets. In 2013, more staff and partners will receive training from International Budget Partnership (IBP) to strengthen, among other things, their capacity on technical budget analysis.

The results registered under the Knowledge and Innovation Management Outcome Indicator 44, on methodologies developed and exchanged by partners and knowledge institutions in joint knowledge sessions, merit further attention. It is thought that a lot of exchange is taking place between partner organisations in the countries where we work, but this is not formally reported upon. Many partner organisations are members of networks, through which they exchange information and share their ways of working with each other. Links with knowledge institutions could be strengthened.

#### **CASE: Network of Online Journalists in Niger**

In Niger, more people have access to the internet than to the printed press. Print newspapers are produced and mostly distributed in Niamey, the capital. They hardly cover news beyond the capital from the country's seven regions. A new Oxfam Novib partner, the Network of Online Journalism (RPPLN), founded in March 2012, wants to change this by creating an online press service which gives space for news from the regions. RPPLN set up a website ([www.nigerenligne.net](http://www.nigerenligne.net)) with categories such as news per region, discussion fora, and tweets. After setting up the website, RPPLN organised trainings for journalists in three regions of Agadez, Zinder and Diffa. Some of the journalists come from local radio stations and often lack professional training in journalism, let alone online journalism. Others have graduated from the National Institute for Communication and Information Techniques, but without knowledge of online press. These journalists produce articles that are transmitted to the editorial staff of the website by SMS or by email.

RPPLN intends to create space for Nigeriens to be better informed on regional news and to facilitate exchange and interaction. They want to give a voice to the population in all corners of the country, through journalists living close to them. In this way, they hope to promote more political interest among the population, and more civic control of public affairs. Last but not least, the network wants to support the National Committee of Communication on legislation regarding online press, which does not exist yet in Niger.

#### **CASE: 1%CLUB's M&E 2.0 pilot in Kenya**

In 2012, IMPACT alliance member 1%CLUB conducted a pilot project in Nairobi, Kenya, called M&E 2.0. The aim was to find more innovative methods of monitoring and evaluation of development projects. With this pilot, 1%CLUB intends to set up a groundbreaking way to explain how aid impacts the lives of people at the local level.

With the assistance of the research agency EyeOpenerWorks, a new methodology was tested that is not only simple, applicable, scalable and multi-disciplinary, but also bottom-up, real-time, from multiple viewpoints and completely open. By providing real-time data, continuous learning and evaluation is possible and this will

stimulate conversation and collaboration among donors, partner organisations and beneficiaries. The use of new tools such as smartphone questionnaires and SMS makes this possible.

The Most Significant Change (MSC) technique, an established form of participatory monitoring and evaluation, was the heart of the pilot. The method is participatory because many project stakeholders are involved in recording and analysing the data.

Six 1%CLUB project partners in Nairobi participated in the pilot. The projects covered health, education and environment and were small-scale, with a maximum budget of 5.000 EUR. Four M&E 2.0 tools were tested: a smartphone application, participatory video, texting and blogging. In a pilot of just four days in June 2012, twelve highly committed participants provided 1%CLUB with valuable insights into the possible value of M&E 2.0 and the challenges that still lie ahead. At the end of each day, a panel within each participating organisation made a selection of the stories collected. The panel fed back their results to the community immediately for verification and further exploration. After the pilot in Kenya, 1%CLUB received a grant from the Bill and Melinda Gates Foundation to implement the next phase of the development of the M&E 2.0 tool.

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

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
38	# local partner organisations that provide legal aid to groups of people with a shared problem and to individuals, by means of direct representation or advice and referral to other institutions.	24	35	718,000	264,222	3,050,050
	# partners that monitor human rights violations and report on this, and (publicly) put pressure on governments and the corporate sector to accept their responsibility in terms of respecting, protecting and observing human rights, and use new media to do so.	13	26			
	# lobbying trajectories aimed at (re)forming a system of guaranteed legal aid for disadvantaged groups.	2	28			
56	# organisations that inform and train young people and women, in particular in relation to understanding and claiming human rights.	32	97	862,000	565,188	78,495
	# local partner organisations that inform disadvantaged groups about (human) rights, legal systems and the legal responsibility of governments towards marginalised groups, and which monitor violations of human rights, e.g. by means of new media.	8	15			

#### Performance on outcome and output level

Even though the programme on improving access to the legal system for disadvantaged groups was phased out last year in countries where we had reached many beneficiaries, such as Pakistan and Bangladesh, Oxfam Novib has still performed extremely well on output level, partly as a result of under planning. We continued working with partner organisations that provide legal aid (mostly to women), monitor the human rights situation and protect labour, residency and land rights. Human rights education and awareness raising continued to be important areas of work. The below snapshots illustrate the legal aid and human rights awareness-raising work that has been supported by Oxfam Novib during 2012.

Oxfam Novib and partners are monitoring human rights violations in all regions and many countries where we work. Human Rights Watch is supported in a number of countries and its role is well appreciated, especially in environments where civil society space is limited. Partner organisation EHAHRDP trains and supports Human Rights Defenders in Somalia, while at the same time holding advocacy and lobby meetings at both AU and UN human rights meetings.

Apart from human rights monitoring, Oxfam Novib supported many partner organisations around the world to work on human rights awareness – sometimes using new media to do so. In West Africa, for instance, this resulted in more people being aware about the negative implications of customary law.

In Egypt, partner organisations HMLC, CTUWS and LJP provided legal aid to almost 10,000 people; the majority of cases were in the fields of economic and social rights, labour rights and syndicates, and torture and detention. Due to the current political context many cases do not get the desired result for the people involved, or they take a long time to be addressed in court. Nevertheless, some results were achieved.

In OPTI, partner DWRC provided legal counselling and awareness-raising sessions with over 6000 people. In many instances, awareness-raising sessions lead to legal aid cases in which individuals seek advice and legal help after realising that it is possible to protect and claim their rights. Partner organisations' training sessions and different outreach activities increased people's awareness of fundamental freedoms – such as the freedoms of movement, expression, information, assembly and association – which has had a positive effect on creating young leaders, respecting human rights, and empowering communities to spot and act against violations. Oxfam Novib realises that supporting organisations that provide purely legal aid and advice is not enough for sustainable change which benefits all. In many countries, legal aid advice is therefore combined with advocacy efforts based on insights into the nature, causes and trends of human rights violations, their impact on citizens, and invitations for action.

At organisation-wide level we have been fundraising for a special project named "Delivery of Justice", a project that is developed jointly with TISCO, HiiL and the Hague Institute of Global Justice. Unfortunately we have not been successful in 2012 in raising additional funding for this project. Currently, further joint innovations are being explored, such as using ICTs for justice.

***CASE: A Rwanda where indigent and vulnerable groups have equitable access to justice***

Access to justice, a human right that guarantees the realisation of other human rights, is often out of reach for the majority of the world's poor. Finding clear and simple information about laws, rights and procedures is difficult, and numerous economic and social barriers stand in the way of access to legal advice and representation in courts. In such circumstances, paralegals can play a vital and catalytic role. Recognizing this, Oxfam partner Legal Aid Forum (LAF) in Rwanda is working on different ways to support the work of paralegals. LAF is a membership-based network encompassing nearly 40 national and international NGOs, professional bodies, university legal clinics and faith-based organisations that provide or support the provision of legal aid services to vulnerable people in Rwanda.

LAF aims at strengthening the capacity of its members to enable them to provide high quality legal service. It does so by providing trainings and training kits for paralegals in legal aid provision and organising round tables with justice sector stakeholders from the public and private sectors and civil society. LAF also carries out research – for example, in 2012 a survey on procedures and rights in pre-trial justice which made clear that paralegals are an increasingly important part of the justice system in Rwanda, contributing significantly towards a reduction of backlogs in pre-trial detention.

A joint training in 2012 brought together paralegals from LAF member organisations and legal officers from governmental justice houses (*Maisons d'Access à la Justice*, MAJ). As well as adding to their practical skills in legal aid provision, the discussions and experience sharing at this training has strengthened ties, collaboration and the referral system between the two categories of legal aid service providers – paralegals from LAF members and MAJ legal officers. This new collaboration has eased the work of both – for example, paralegals are now referring complicated cases to nearby legal officers from MAJ, while MAJ legal officers who do not yet have the necessary means to follow up on their clients are now using the paralegals living in the same area as the clients to find out whether the assistance they provided helped in solving the problem.

LAF is advocating for paralegals to be recognised in the legal aid policy of the Ministry of Justice. LAF advocates for setting up a framework for continuous training of paralegals and defining mechanisms for the coordination of their work at the community level and in the criminal justice system.

#### 2.1.4.1.4 Anti-corruption measures

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
40	# organisations that have completed a course in budget monitoring and accountability because of the efforts of the IMPACT alliance.	39	153	91	83	140
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	23	83	98	66	100
	# global partner organisations that, partly due to their use of new media, have strengthened their cooperation with regional, national and local organisations in order to monitor and report on human rights violations.	4	26			
	# partner organisations that have taken on a pioneering role in the use of new media in collecting and sharing information in order to call governments, companies and international institutions to account.	3	81			
45	# methods and instruments that have been developed and aim at improving the legitimacy (including transparency and representativeness) of individual civil society organisations with regard to disadvantaged groups (e.g. participative planning and accountability towards the target group).	5	4	26	7	1
	# local and global partners participate in knowledge exchange initiatives for exchanging knowledge and experiences with regard to risk management.	10	0			
	# local civil society organisations participate in training courses in order to analyse power.	2	0			

#### Performance on outcome and output level

The number of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (Outcome 40), encompassing both income and expenditure, has increased considerably. In 2011 we were not satisfied with the results, but now our extra efforts seem to have paid off. In 2013, the IMPACT alliance will continue to invest in budget monitoring capacity of staff and partners. Two training sessions (one in English, one in French) are being organised in the first half of 2013 on tools for analysis of budgets at local, regional and national levels, and ways to develop activities in the area of lobby and advocacy.

Some snapshots on what has happened on budget monitoring in 2012: Thirteen partner organisations at provincial and national level in Mozambique gained experience and capacity to monitor government and private sector budgets and spending and related policies. At least three organisations focus particularly on the impact on women. AJPD in Angola organised a conference on "Citizenship, Good Governance, Transparency and Corruption and Human Rights", as well as a lecture on "The Law on Public Integrity and Combating Corruption". To mobilise public opinion and raise awareness about laws on corruption, AJPD also produced several newsletters and leaflets on laws about management of public assets, on the rights and duties of public officials, and on the High Commission against corruption. In Burundi, OAG has produced and disseminated 22 monthly observation reports on governance, including economic governance, and has analysed the national budget, as well as regional agriculture budget and education budget.

In Uganda, PAC, ACORD, Ceford and RWEKO looked into the planning and budgeting processes in 29 districts of the country and trained 100 CSOs to monitor planning and budgeting processes and the utilisation of funds by local authorities.

In 2012 Oxfam Novib started the special project CRAFT Make Tax Fair. Most countries involved in this project (Egypt, Uganda, Mali, Senegal and Nigeria) developed baseline studies and action research. Through the project, partner organisations have increased their research capacity, knowledge and awareness on how politicians, civil servants, the private sector and citizens deal with taxes at present and in the future.

In many countries civil society is able to participate more effectively in the Extractive Industries Transparency Initiative (EITI), which brings together government, private sector and civil society representatives to agree on systems of accounting for payments made in the extractive industries sector. CSO participation has been enhanced through targeted trainings, helping to ensure that CSOs' voices were heard at e.g. the World Bank and international secretariat level.

The IMPACT alliance is seriously lagging behind on KIM Outcome Indicator 45, concerning using new tools to measure and improve the legitimacy and risk management of organisations. In the past year we have not invested sufficiently, but first steps have already been taken to start catching up on this target. This includes identifying countries and partners that can be linked up with our partner organisation CIVICUS, which has developed a "Legitimacy, Transparency and Accountability" programme to improve public trust and the credibility of civil society organisations and their activities through the enhancement of their accountability systems and structures. Some good work on this is already happening in Laos, where partners have taken steps to improve the legitimacy and accountability culture among local organisations. Progress has also been made in Cambodia, where Oxfam Novib is supporting the Governance Hub Programme of CCC (Cooperation Committee for Cambodia), which aims to strengthen the capacity of and expand the space for civil society through self-certification, capacity development and joint lobby and advocacy. CCC and NGO Forum played a key role in lobbying against the draft NGO law, now postponed till 2014.

Numerous other activities are taking place to strengthen the capacity, legitimacy and accountability of partner organisations. It is thought that much more is being done on capacity strengthening, power analysis and risk management, but not being registered as such in the management information system. The external evaluation of the civic education programme of our South Sudanese partner organisation IPCS concluded that there is a definite continuing niche for Oxfam Novib in capacity building of CBOs in order to further strengthen civil society. The methodology that we have used for this in Somalia (SOCSIS) should be replicated and made context-specific for other countries.

The external evaluation of the Laos social and political participation programme remarked that the "Small Grant Facility" that the country team has established is seen as crucial in building and strengthening local civil society.

#### ***CASE: Strengthening good governance at the local level in Afghanistan***

Afghans face the enormous challenge of rebuilding their state and setting up governance systems on the basis of democratic principles. The country is struggling with immature and poor governance including issues of impunity, corruption and low participation of people and civil society in public affairs. Afghan civil society intends to play the role of a watchdog, strengthening public institutions in their functioning and advocating for good governance with adequate service delivery, transparency and democratic procedures.

To this end, Oxfam partner Afghan Civil Society Forum organisation (ACSFo) is implementing a programme in two provinces, Samangan and Ghor, which promotes active citizenship through information, civic education on basic rights, mobilisation and constructive participation towards improved local governance. ACSFo has the widest network of civil society actors in Afghanistan and is an umbrella organisation composed of CSOs, donors, partners and individuals which exists to promote a unified voice among civil society. The programme's entry points are people's demands for improved basic public service delivery. ACSFo wants to achieve this through capacity development and dialogue development among local CSOs, community representatives and public servants. ACSFo sees a vibrant CSO network at provincial level as key strategy for the development of good governance. The first phase (2011-12) of the programme is concentrated on CSO capacity strengthening, performing a needs inventory in the community, and establishing liaison structures and pilots on essential public service delivery in livelihoods, health and education. The second phase will concentrate on refining, up scaling and consolidation of people's participation in governance.

First results of the programme are improved interaction among CSOs at community level. ACSFo has created a wide advocacy network with 50 CSOs and 79 other actors including donor agencies, international NGOs and media, with steering committees. They invite people such as CDCs, religious leaders, activists, tribal leaders and government authorities to direct meetings to discuss challenges and seek solutions. Six research studies were

carried out on topics identified by local CSOs – security, governance, education, health, livelihoods, and transparency and accountability). Findings of this research were shared with partners and government for information and advocacy on a proposal for action. Advocacy has resulted in improved public services: health clinics re-opened, doctors were recruited, ambulances provided, deep wells drilled, piped drinking water extended, culverts constructed, electricity supply to villages provided, education improved, agriculture extension improved, etc. While this has contributed to better relations between government authorities and communities, it is just the beginning of a long process.

In conclusion, overall Programme 4 is on target in meeting the outputs planned for 2012, and is moving very well towards the outcome targets for 2015. In a number of cases we have already surpassed the outcome targets. In 2012 Oxfam Novib and its partner organisations have intensified the work on civil society space, due to the deteriorating situation in most of the countries where we work. We are scoring extremely high on the outputs, which is thought to be mainly due to underplanning. Linkages have been made among several countries facing similar problems, and further work will be done over the coming years to strengthen the capacity of organisations to protect themselves from threats and attacks.

Additional investments made in access to information and ICT have paid off in 2012. Partners are making more and better use of ICT when playing their role as a countervailing power. Work on improving Southern media has focused on a limited number of countries only, but has already reached impressive results. Budget monitoring work has been solidly built up and reached very good results, and will be further strengthened in 2013 with training sessions provided by the International Budget Partnership. The KIM interventions need further attention in 2013, and with the planned learning sessions for 2013 we are confident that we will contribute to reaching the targets. Strengthening the capacity of partners in legitimacy, transparency and accountability is another area where strong attention is needed in 2013.

Despite the phase out of some important contributing countries working on human rights monitoring and legal support in 2012, we have overreached our output targets here. Human rights awareness, monitoring and legal aid have still received ample attention in 2012. Also, Oxfam Novib can be very pleased with the progress made in 2012 in the area of public financial accountability, including budget monitoring and tax justice.

## 2.1.5 Programme Right to an identity

### Objectives

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

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

Greater leadership role for women in change processes

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

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

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

### 2.1.5.1 MDG 3: Gender

The following outcomes of the IMPACT alliance's Programme Right to an identity have contributed to this MDG:

- Outcome 10 No. of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women
- Outcome 30 No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)
- Outcome 46 No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity
- Outcome 47 No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)
- Outcome 48 No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights
- Outcome 49 Number of partner organisations that have developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)
- Outcome 50 No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation
- Outcome 51 No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influence it.
- Outcome 52 No. of cases that show that partner organisations have more capacity with regard to programmes, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global level (thanks to exchange of practices)
- Outcome 53 No. of cases that show that partner organisations have more capacity with regard to gender mainstreaming during the design and implementation of programmes, lobby and advocacy initiatives (thanks to exchange of practices)

#### 2.1.5.1.1 Well-regulated property and inheritance law

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
10	# southern partner organisations that are supported by the IMPACT alliance to lobby their local and national governments for the improvement of legislation on land, water and biodiversity, in particular with regard to women.	28	49	39	30	34

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# studies that collect evidence and describe cases which substantiate analyses and facilitate making specific recommendations about the external costs and benefits of different production systems.	18	14			
	# lobbying trajectories for land, water and biodiversity issues.	11	9			
	# training seminars about socially responsible entrepreneurship that have taken place.	2	9			

### Performance on outcome and output level

Having secure control over land is of the utmost importance for all smallholder producers, as shown in 2.1.1.1.4, 'Agriculture has developed and food security has increased'. Among smallholder producers, women have the least control over land. For that reason Oxfam Novib supports national partners to take up the issue of the women's control over land with national governments. For instance, in Burundi partners ACORD and FORSC initiated an awareness-raising campaign on the need for a law on equal inheritance for women and matrimonial regimes. Unfortunately, the law has been suspended by the president of Burundi.

### **CASE: "Women's economic rights and livelihoods in the MENA region". Partner: Collective for Research and Training on Development – Action (CRTDA). Regional programme based in Lebanon.**

Two years ago, the Collective for Research and Training on Development – Action (CRTDA) launched a regional programme focusing on women's economic rights and livelihoods in four countries of the Arab region, namely Lebanon, Egypt, Jordan and Morocco. The programme, which was developed and implemented in partnership with Oxfam Novib, identified women's economic rights and partnership as a cornerstone for sustainable development and for contributing to securing livelihoods in an otherwise unstable region. CRTDA's strategies include action-oriented research, direct project interventions at the grassroots and community levels, training and capacity building, policy dialogue, campaigning and advocacy, communication and knowledge dissemination.

As a result of this programme, the capacity of 40 local groups and organisations, women's groups and women's cooperatives was strengthened through training in economic rights, advocacy, leadership, communication and gender equality. At the regional level, the project also started preparing for collective advocacy which would use the new knowledge and alliances amongst diverse groups of NGOs in these four countries and beyond.

### 2.1.5.1.2 Participation of women in politics and government

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
47	# partner organisations that have implemented programmes about female leadership in their communities.	41	36	127,000	90,466	28,062
	# partner organisations that have used interactive toolkit to promote female leadership at community level.	4	6			
	# women's organisations that have been supported (in the partner portfolio of the other programmes) to promote the development of female leadership at community level.	12	13			
49	# partner organisations that have completed the GMLT programme.	48	25	250	73	32

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# partner organisations that have completed the WEMAN programme.	6	7			
	# analyses of gender capacity completed and discussed with partner organisations.	8	6			
52	# organisations that have completed evaluation studies of the implementation of their programmes about women's right to bodily integrity.	3	4	25	10	5
	# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories about the effects of the implementation of programmes on violence against women and sexual and reproductive rights (for the purpose of downward accountability and involving the target group).	3	4			
	# partners that are affiliated to learning networks of institutions (which has boosted members' learning capacity in terms of women's right to bodily integrity).	4	2			
53	# partner organisations that have completed evaluation studies on the implementation of their programmes for promoting female leadership.	3	2	53	14	7
	# partner organisations that have involved their grassroots support in participative documentation, reflection and learning trajectories to guarantee downward accountability and involvement of the target group in programmes about gender integration and about the promotion of female leadership.	4	1			
	# partners that are affiliated to learning networks or institutions (as a consequence of which they strengthen their members' learning capacity in terms of gender integration and female leadership).	1	1			
	# exchanges between partner organisations and research and/or knowledge institutions relevant to the conceptualisation of female transformative leadership.	3	1			
	# The "Measuring Milestones" project has been carried out in collaboration with PSO, Gender at Work and other partner organisations.	2	0			

#### **Performance on outcome and output level**

For outcome 47 the realised outcomes for 2012 have exceeded the expectation expressed at the beginning of the year. The IMPACT alliance has established these results despite the fact that the target for one of the outputs was not achieved (36 partner organisations actually supported instead of the 41 expected). Finding new, suitable partners has been quite challenging. The alliance and its partners face the problems of working in closed and traditional societies where patriarchal culture makes addressing issues of gender injustice and work towards changing women's social and political position in society very difficult and even dangerous. This situation has been exacerbated in the past year by the growing complexity of the environment for civil society organisations in some countries, such as Yemen, the Maghreb region, Sudan and South Sudan, where regulations and strict control over civil society organisations makes it difficult for our partners to work and for the alliance to collaborate with them.

Regardless of these challenges, the IMPACT alliance has continued supporting partner organisations working towards an increase in the level of women's participation in the social and political spheres and strengthening their leadership role in society. This approach has been very important in the Middle East and North Africa region following the Arab Spring, in which women have been at the forefront of campaigns for democracy, demanding a say in how their own countries' futures are shaped and at the same time redefining the roles that women traditionally play in public life. Oxfam Novib partner Better Life (BLDT) in Egypt has worked with 8,014 women to enhance their political awareness and involve them in literacy and life skills classes. The participants included 14 local council candidates. Another partner, New Horizon, has also worked on women's leadership, training female representatives from local councils and representatives from the National Council of Women.

However, these political changes in the region have also provided opportunities for political Islam, with the risk that the gains on women's rights will be undermined. These facts, instead of deterring women from organising themselves, have motivated a bigger response with a strong focus on building women's organisations' and networks' capacity to effectively address the challenges ahead. Oxfam Novib regional partner CRTDA organised meetings in four countries to build coalitions to work together on women's economic participation and advocacy (see case below). Another partner, RDLF, organised a training workshop on the political participation of women and democratic reform, in which 28 women representing civil society organisations from eight Arab countries participated.

The IMPACT alliance has continued supporting innovative ways of expanding outreach to younger generations, with the use of new technologies and social media. In OPTI, Oxfam Novib's partner CFTA has enabled 50 young teenage girls to manage the annual plan and monthly budget of the Youth Centre in Gaza. Motivated by this way of working, 750 young girls and boys have participated in activities organised by the centre, including art production, photography, handicrafts, animation films and radio programmes. These activities aim at strengthening these young girls' and boys' independence and leadership skills. Also in South East Asia, innovative initiatives were used to reach out to women and promote women's leadership. In Laos, Oxfam Novib partner Lao Women's Union produced and broadcast a television programme which discussed the importance of female village heads, women's political rights and legislation. Also effective was the focus of the "Women and Knowledge" radio programme on motivating women's social and political participation by broadcasting stories of female village heads every Monday, Wednesday and Friday.

The IMPACT alliance recognised that in some contexts, more traditional approaches are still needed as they are more in accordance with the context of the particular target group we are trying to serve. For example, alliance member HIRDA has continued supporting Women Empowerment Centres (WECs) in Somalia, which serve as gathering places for women to meet and discuss issues affecting them. In Somalia, women often do not have access to education or possess enough skills and economic means to participate in the country's development or be represented in peace initiatives. As a consequence, women are often financially dependent on their husbands and have little opportunity to develop themselves economically. There are currently five WECs in different regions in the country, which have become business and training centres through which women in south and central Somalia are empowered and stimulated to be independent, raising their status in the community (see case below for more details).

Another example is the capacity development training of 429 women carried out by Oxfam Novib's partner SPPDF (Synergy of Partners for the Promotion of the Rights of Women) in Burundi. These trainings focused on organisation and financial management, leadership and awareness raising on the draft law on inheritance, matrimonial regimes and liberalities. The participants were women elected as representatives in provincial governments. Finally, in Sudan, Oxfam Novib partner SIHA has continued engaging women through civil society workshops, resulting in three women community leaders participating in the DOHA women peace agreement.

The outcome indicator (49) on IMPACT alliance partners' increased capacity on gender mainstreaming can be misleading as it is measured only by the Gender Traffic Light (GTL) assessments. The achieved results are 32 partner organisations, which seems a modest number but can be explained by delays in incorporating data from the GTL assessment in the monitoring system rather than by lack of work with partners on building their gender mainstreaming capacity. Reports from Oxfam Novib country offices show that in 2012 the mainstreaming of gender has become stronger in all programmes, as partners started or continued their efforts to apply a gender mainstreaming perspective to their work. This is demonstrated, for example, in the involvement of Oxfam Novib partners working under the portfolio of other programmes in the WEMAN or GMLT programs (among others in Bangladesh, Vietnam, Mozambique, Angola, Zimbabwe, Nigeria, Uganda, Niger, Pakistan, Myanmar, Somalia, Senegal and OPTI). Other capacity development initiatives on gender mainstreaming started in Vietnam, Laos, Myanmar and Niger. Where the results on gender mainstreaming efforts have not been as high as expected, plans have been made for 2013 to invest further on it (among others in Laos, Rwanda, PAF, OPTI, Zimbabwe, Mali, Senegal, Global Link, South Sudan, Egypt, Maghreb, Zimbabwe, Niger and Cambodia).

**Case: Gender Mainstreaming and Leadership Trajectory. Partner: Gana Unnayan Kendra (GUK), Bangladesh.**

Gana Unnayan Kendra (GUK) was founded in 1984 and works in Gaibandha district in Bangladesh. GUK is implementing an integrated development programme with activities in organisation building, awareness raising, education, training, credit extension, health, the environment and emergency relief. As a result of its participation in the Gender Mainstreaming and Leadership Trajectory (GMLT), GUK is now known as a gender-friendly organisation with gender-sensitive programmes. The introduction and self-assessment workshops in the GMLT project worked as a re-energiser for the organisation and its staff to become even more gender sensitive. GUK identified the advancement of women's leadership, especially within the management level of the organisation, as one of the most significant changes due to the GMLT process. One of the stories collected at GUK, using the Most Significant Change methodology:

"I am a very happy person", says Ms Y, a self-confident 40 year old woman who is well known in the Gaibandha area as a manager of GUK. But ten years ago her situation was very different. "My marriage was almost falling apart, because I used to ride a cycle when I joined GUK. My in-laws couldn't tolerate me". They used to pressure her to leave her job, but she didn't listen to them. Though she has faced many difficulties, she found a way to deal with them confidently and efficiently. The organisation helps her a lot in this respect: "I haven't broken down, I faced all the challenges." Ms Y received a promotion because of her good performance and is now a programme manager. She says, "My efforts and courage, and the positive inputs from the organisation, have brought me here. Now I don't stay at my father's house or husband's house. I stay at my own house." She is well respected by her family and community, with a lot of young women considering her as a role model and wanting to get jobs, which makes her proud.

Other positive examples of the alliance's work on gender mainstreaming are the inclusion of women's rights organisations in other programmes' partner portfolios (for example in South Sudan, Uganda, OPTI and Global Link) and the planning of specific gender mainstreaming training programmes facilitated by women's rights organisations for partners in Afghanistan who have been assessed by the GLT tool as needing further capacity on gender. Equally positive are the exchange meetings organised in the South East Asia region between partners who have a good record of working on gender mainstreaming and other partners who are still at the initial stages of their work on this area. One concrete result of these efforts is the increased number of women participating in activities carried out by partners from other programme portfolios – for example, the economic leadership of women in programme 1, 3 and 4 activities, girls' access to education and the integration of gender issues in curricula and education more broadly, and the linking of women's organisations and networks at a regional and even global level for advocacy and lobbying to influence policies and legislation.

A constant point of attention remains the outcome related to partners' increased capacity as a result of knowledge exchange and learning initiatives (OI 52 and 53). Although the indicators are likely to be achieved by 2015, there is concern about insufficient connection among the knowledge and innovation management (KIM) and learning activities being implemented. They become isolated exercises, lessening the potential impact they could have not only for the partner organisations involved but also for other partners, in other countries and regions, and for the members of the IMPACT alliance themselves. Strengthening of existing learning initiatives and facilitating and supporting collaboration and synergy among them has been identified as a priority for the alliance members for 2013.

In conclusion, the alliance's work on strengthening women's leadership and women's social and political participation has continued being central for Programme Right to an Identity: Gender Justice, but we recognize that more efforts must be made to improve results on knowledge exchange and learning. Significant results have been achieved, especially in challenging contexts such as the Middle East and North Africa region. A combination of strategies that bring together the use of innovative means and channels (such as ICT and social media) with more traditional approaches (including workshop and educational activities) has again been recognised as necessary to address different contexts and different constituencies or social groups. The work on gender mainstreaming and its effect on enhancing women's leadership positions can also be assessed as positive, especially considering the increased linkages and connections between women's organisations working together and supporting partners working in other areas such as livelihood programmes, governance and conflict transformation.

**CASE: HIRDA Women Empowerment centres. Somalia (OI 47).**

HIRDA supports Women Empowerment Centres in Bardera (southern Somalia), Abud-wak (central Somalia) and Mogadishu. The centres hold meetings for women to discuss issues regarding women's rights, reading, writing and financial literacy trainings. The centres improve the women's status in the community and provide a place where women can feel comfortable. Awareness programmes are held to inform women about female genital mutilation (FGM), violence against women, early marriages and drug misuse.

So far, some of the results achieved are:

- Illiterate women have been enabled to become literate and acquire new information and knowledge at no cost to themselves. More women have joined WECs especially because of the possibility of accessing financial literacy training. The campaign “Proud of me” succeeded in breaking taboos about female genital mutilation (FGM), a sensitive topic in a very conservative and volatile environment where the practice is associated with religious beliefs. FGM is now discussed openly, including on radio and television. The campaign trained Somali journalists trained in understanding FGM, gender and mainstreaming, human rights, and peace promotion through peace journalism.
- Women in Abudwak initiated a petition to stop FGM and promote peace in the region. Most men, especially elders and religious leaders, signed the petition. Women who participated in the training are now motivated to initiate action for women.

### 2.1.5.1.3 Measures to end violence against women

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
46	# partner organisations that have completed awareness-raising programmes about women’s rights to bodily integrity and gender justice.	29	26	1,136,000	1,151,394	1,093,272
	# Partner organisations that have completed programmes about the prevention of sexual violence as a weapon of war and the reintegration of victims into their communities.	8	7			
	# pilot projects focusing on violence against women and sexual and reproductive rights.	2	3			
	# campaigns against violence against women that have been undertaken.	11	25			
	# campaigns against female genital mutilation undertaken in Somalia.	1	1			
48	# women’s organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women’s human rights.	31	22	104	60	376
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	18	11			
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	15	10			
	# partner organisations at both national and international level that have completed a capacity-building programme on accountability towards the target group.	4	3			
50	# partner organisations that have undertaken lobbying initiatives targeting national governments, aimed at the improvement of national legislation on women’s human rights.	26	44	288	26	20

Outcome IMPACT alliance	Output	Target Outputs 2012	Realised Outputs 2012	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
	# partner organisations that have undertaken lobbying activities targeting national governments, focusing on the national implementation of international women's rights frameworks.	14	31			
	# regional networks and coalitions that have developed joint lobbying and advocacy activities for the implementation of international women's rights frameworks.	11	19			
	# partner organisations that have undertaken lobbying activities targeting national governments, aimed at the effective promotion and quality assurance of social and political participation by women.	22	27			
	# regional networks, alliances and coalitions that have developed lobbying and advocacy activities for the implementation of international frameworks for female leadership and gender mainstreaming.	4	6			
51	# strategies for lobbying and advocacy relevant to UN women's organisations, developed by Oxfam Novib and implemented in collaboration with national, regional and international partners.	1	2	17	13	0
	# global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	4	3			

### Performance on outcome and output level

The IMPACT alliance's thematic focus within the Right to an Identity: Gender Justice Programme is on ensuring women's bodily integrity. We understand that without reducing the impunity and social acceptance of violence against women (VAW), and ensuring protection of women's sexual and reproductive rights (SRR), no sustainable development is possible. One of the alliance's main objectives is to change attitudes and behaviours of both men and women regarding women's right to bodily integrity. The alliance and its partners implement awareness-raising and educational programmes and campaigns, and by the end of 2012 over 1 million women and men have been reached and motivated to change their behaviour. However, the measurement of that positive change in behaviours remains a challenge. Therefore, alliance members have invested in the development and application of innovative and alternative M&E systems and methods to provide more qualitative information on the impact their and partners' work, and will continue doing so in 2013.

A concrete example of innovative M&E is the "*Learning about Gender Equality*" project. This project tested the usefulness of the Most Significant Change methodology to monitor and evaluate, make cultural changes visible and learn about gender equality in the context of Oxfam Novib's Gender Mainstreaming and Leadership Programme (GMLT). Our partners also share the same difficulty in assessing the extent to which people who have been reached through their activities have actually changed their behaviour. For example, in Mozambique, Oxfam Novib's partner N'Weti is implementing the "African Transformation" tool to address gender issues at community level, promoting and supporting debates at community level by using new social media instruments. One methodology used by this partner to monitor the effect of their activities on behavioural change is the writing of success stories.

As previously mentioned, one key strategy for the programme is support to awareness-raising campaigns relevant to local contexts. Outputs on OI 46 show consistency on the alliance's investment in this long-term strategy. For example, Oxfam Novib has continued supporting the We Can campaign in Bangladesh, mobilising

almost 1 million “Change Makers” (46% men and 54% women) so far. The campaign has also continued in Niger, where 3,116 more Change Makers (959 women) have pledged to work to stop violence against women in their families and communities, bringing the total to 14,189. In the Netherlands, the We Can campaign has continued with a particular focus on young people. It currently runs in three municipalities, rising to 13 by 2014.

As noted above, HIRDA has introduced a new campaign against female genital mutilation, “*Proud of me*”. The name of the campaign refers to the fact that there is a widespread stigma on girls that have not been subjected to FGM. The campaign wants to send the message that not having undergone FGM is something to be proud of. HIRDA has worked with women’s Community Based Organization with a large reach, targeting community leaders (both men and women) to raise awareness on the need to stop this harmful practice. The campaign also addresses the need to provide alternative ways for FGM practitioners to make a living; in 2012, ten were trained to become traditional birth attendants, while also becoming ambassadors for the campaign against FGM after gaining a firsthand understanding of the effects of FGM on the health and wellbeing of mothers and children.

In Egypt, a campaign targeting legal mediators, NGO cadres and media professionals was implemented by LJP, an Oxfam Novib partner. In Morocco, Oxfam Novib partner AMVEF has continued to realise awareness campaigns and training for journalists, teachers and students on gender-based violence. The campaign was supported by behavioural change and capacity development activities targeting male perpetrators of violence, women victims of violence and children, through a listening centre, and offering marital mediation for couples in a mediation centre.

As with the work around women’s leadership, the programme seeks to support innovative approaches such as the use of social media and other ICT tools to reach larger audiences, using communication mechanisms popular among young people. For example, HIRDA has used television to reach a broader audience and open up discussion around FGM. In 2012 a controversial but informative series on the effects of FGM on the life of a woman, girl and their family was broadcast on Universal TV, an international online broadcasting agency widely viewed in the diaspora, where FGM is still a recurring practice. Television was also used in OPTI by Oxfam Novib’s partner WCLAC, who together with local network Al Muntada organised a series of events around 16 days of action with a focus on gender-based violence and produced a special television show which was broadcast five times on Palestinian TV. Finally, in Nigeria, a new externally funded project - *PopCulture with a purpose/Edutainment* –has started. Though still in its initial stages, three Oxfam Novib partners are participating. The goal is to use entertainment channels (television, radio, music, etc.) to reach a broader audience to challenge preconceptions, ideas and beliefs related to the still taboo issue of violence against women and sexual and reproductive rights in Nigerian society.

Reaching out to young women and men can be done in a variety of ways, and the alliance recognises the need to support activities that best fit the reality and context of a particular country. For example, in Laos Oxfam Novib partner VYCHD organised a youth camp, providing a safe environment where 78 young people (girls and boys) shared information and experiences on how to reduce risky behaviour and how to talk about sexual and reproductive issues with family and friends. Identifying how difficult it is for young people to have access to information, and the fact that openly talking about sexuality and reproductive health issues is still taboo in the South East Asia region, VYCHD set up a hotline to respond to questions from girls and boys and is expecting to increase the reach of this service in 2013. In Vietnam, Oxfam Novib partner CCIHP has established a forum on their website where young people can anonymously discuss sexuality, sexual and reproductive health and gender issues.

In 2012, Butterfly Works started research for the development of a game or app on women’s issues in the framework of the DOEL campaign initiated by Oxfam Novib in Bangladesh. This project suffered delays due to ON’s decentralisation process (formal decentralisation took place on December 15<sup>th</sup> 2012), and developed quite slowly. The project will be revised and further adapted in 2013.

Concerning the strengthening of women’s organisations’ capacities (OI 48), the achieved outcomes are quite positive (the IMPACT alliance has reached 376 organisations and networks) despite an apparent underperformance at the level of outputs compared to what was initially planned. Increased pressure on and threats against women organisers and leaders, and restrictions on women’s rights and legal protection, has led to a greater sense of urgency among women’s organisations to come together at national and regional level to reach out and form or consolidate networks as a way of supporting each other, sharing their experiences and reinforcing their own capacities. This way of working, through networks and alliances, has increased the outreach of partners that would otherwise have been limited in their influence to their immediate constituencies. More detailed analysis and information for this outcome can be found in section 2.2.5 *Programme Right to an identity*; 2.2.5.1 *MDG 3: Gender*; 2.2.5.1.1 *Measures to end violence against women*.

Regarding OI 50 (specific references to outcome 51 are found in section 2.2.5 *Programme Right to an identity*; 2.2.5.1 *MDG 3: Gender*; and 2.2.5.1.1 *Measures to end violence against women*) on policy changes at national

level, in many cases lobby and advocacy efforts were focused on maintaining existing policies and legislation on women's rights rather than seeking new laws. This is a response to increased pressure from conservative and fundamentalist sectors on society and politics.

One example of how the alliance's partners have dealt with this phenomenon is the work of the Coalitions of Feminist NGOs in Egypt. The new constitution has been contested by human rights groups on the basis of both process and content – it makes no reference to international law and does not protect some of the basic rights and freedoms of the Egyptian people. Women's rights groups were particularly concerned about regression in women's rights, and the Coalitions of Feminist NGOs strongly lobbied and issued a Women's Charter on the constitution to try to safeguard at least some of the past gains for women in national legislation. In Morocco, Oxfam Novib's partner AMVEF has led the network for constitution reform. As result of the collective lobbying and campaigning of the women's rights movement, the revised constitution included all the women's rights organisations' demands, preventing a regression on women's rights.

There have been examples of positive policy changes achieved that have moved forward the women's rights agenda at country level. In Cambodia, Oxfam Novib's partner CPWP contributed to changes in policies concerning candidates of political parties: 70% of the political parties employed special measures to nominate women in their candidate lists for the 2012 commune elections. In Laos, in collaboration with INGOs, partners LWU and LNCAW prepared a report on violence against women in the country and presented it to parliamentarians on anti-VAW day. As a result, parliamentarians agreed to prepare a domestic violence law, with a draft to be prepared by LWU.

In Bangladesh, Oxfam Novib partner ASK has worked towards the implementation of the Domestic Violence Prevention and Protection Act that was approved in 2011. ASK's work includes filing on cases under this act and working with the Ministry of Women and Child Affairs on developing implementation mechanisms. After ASK intervention, the Supreme Court declared extra-judicial punishment in the name of fatwa to be a criminal offence. In Vietnam, efforts have been made to better monitor the implementation of existing laws. Partner CSAGA has developed and implemented the first M&E on domestic violence laws to evaluate implementation in two districts of two provinces. The results of this project were shared during a conference with high level politicians, receiving a lot of attention in national TV and newspapers. CSAGA is also providing technical assistance to relevant official departments on the use of this methodology (see case below for more details).

In Nigeria, Oxfam Novib partner Baobab has continued its involvement in proposing the Bill on Gender and Equal Opportunity, which incorporates principles and norms included in the Protocol to the African Charter and the 2006 National Gender Policy. At the same time, in Sudan, partner SORD produced a documentary to advocate for an alternative family law, which was launched in a press conference and more than 1000 copies were distributed. SORD has continued leading the debate about the proposed law, as although no real change in legislation is expected before 2015, it is essential to keep lobby and advocacy work going.

Regarding measures to end violence against women and ensure women's right to bodily integrity, the alliance has surpassed the expected outcome by reaching 1,093,272 women and men who have transformed their understanding, attitude and behaviour due to the campaigns, awareness-raising and educational initiatives implemented in 2012. Nevertheless, it remains a challenge to effectively measure the level of transformation that has actually happened to those men and women. Innovative M&E tools and methodologies used by both the IMPACT alliance and its partners at country level are providing interesting ways to move forward in this area and, as mentioned before, it is a priority for 2013 to consolidate these approaches based on experiences and lessons learned. This will be a specific point of attention during the midterm review in 2013.

***CASE: 'Support the implementation of the Law on Domestic Violence Prevention and Control (DV law), and promote supplementation (changes/adjustments) of relevant policies'. Partner CSAGA Vietnam (OI 46).***

CSAGA is a local Vietnamese NGO founded in 2001. Its rights-based strategies and approaches focus on solving social problems especially those related to gender and gender-based violence. The project, supported by Oxfam Novib, is named "*Support the implementation of the Law on Domestic Violence Prevention and Control (DV law), and promote supplementation (changes/adjustments) of relevant policies*". The project advocates for the DV law to be better implemented in reality by building the capacity of local authorities, media and CSOs and upholding the involvement of mass media and CSOs in the monitoring process.

Key results until now (the project is expected to run until 2014):

- An M&E framework developed and applied in project areas resulted in more effective implementation of the DV law in those areas. PCSA cooperates closely with CSOs in monitoring the implementation of the DV law, and duty bearers – the bodies who have to implement the DV law –improved their performance in project areas thanks to support from project.

- Results and recommendations from applying this M&E framework have been documented and shared with local authorities in two districts. The framework and recommendations have also been shared with the Ministry of Culture, Sport and Tourism (MOCST), which is in charge of state management of the DV law, and other stakeholders at national workshops to advocate for adjustment of by-laws.
- A plan on DV prevention and control has been developed in one project province, with a steering board established.
- Mass media capacity and effectiveness in advocating for the realisation of the DV law has been strengthened by equipping them with knowledge and skills on gender and GBV/DV to be able to produce gender sensitive products.
- About 70 DV survivors have been empowered to participate in advocacy activities at national and local levels as change agents.
- CSAGA has been institutionally developed– its financial system has been improved, and staff are able to conduct training on the issue and engage in policy dialogue.

In conclusion, programme 5 is well on target to achieve the outcomes and outputs results that were predicted by 2015. Some outcome results that have already been achieved, giving the alliance confidence that the plans and strategies implemented are suitable and effective. Analysis of the results shows that the programme's focus on supporting new and innovative approaches to reach and influence women and men – especially the younger generations – through social and media and other innovative information and communication technologies has been very effective (examples include television programmes in Laos and Somalia and the Popular Culture with a Purpose/Edutainment project in Nigeria).

At the same time, the programme recognised that more conventional interventions (e.g. campaigns, trainings and workshops) are still fundamental, especially on addressing issues that are still taboo in local communities (e.g. the campaign on FGM in Somalia and the We Can campaign in Bangladesh). We also see from the analysis that support to lobbying and advocacy efforts of our local and national partners is and should continue to be central to our programme, as women's rights and gender equality are still under direct threat and it is only through the work of women's rights groups and organisations in the local communities that positive results can be obtained.

The programme's work on gender mainstreaming has also bestowed positive results, considering the increased linkages and connections between women's organisations working together and supporting partners working in other areas such as livelihood programmes, governance and conflict transformation. Programme 5 will continue addressing the challenge of effective M&E systems for behavioural change and it is a priority for 2013 to build further on this area based on experiences and lessons learned.

## 2.2 International Lobby & Advocacy<sup>4</sup>

IMPACT Alliance partners SOMO, FairFood and Oxfam Novib are all very active in international lobby and campaigns.

The global actors strategy (GLAS) of Oxfam Novib complements the efforts of Oxfam Novib and its partners in finding solutions for poverty and injustice. Poverty is maintained and aggravated by skewed power relations at the global level, but developments at global level can also offer people opportunities to escape poverty. A particular strength of Oxfam Novib is that its strategy is part of the coordinated campaigning effort of Oxfam affiliates around the world. The strategic approach of Oxfam's international lobby and advocacy has evolved and has recently been summarised in Oxfam's ambition to become a worldwide influencing network. This means that Oxfam is adapting its influencing capacity to changing power relations in the world, investing in strengthening its advocacy and campaigns capacity in emerging powers and at the national level. It also reflects the idea that international lobby and advocacy is not only about influencing multilateral processes, but is also about combining and linking efforts on different levels where gains can be achieved. This implies that stronger linkages have to be built between lobby and advocacy at international level, regional level and the level of individual countries (linking local to global). The programmes below show several examples of how this strategic approach is translated into concrete actions and results.

### 2.2.1 Programme Right to a sustainable livelihood

#### 2.2.1.1 MDG 1: Private sector and agriculture

##### 2.2.1.1.1 Trade chains have been made sustainable

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
8	# global partner organisations active in fair markets and trade that have received support in order to strengthen their capacities in the field of lobbying, research and networking.	35 (0+35)	38 (1 + 37)	26	38	42
	# research reports about specific themes and business activities in developing countries.	2 (1+1)	36 (6+30)			
	# information products (user guides, briefing papers, toolkits, websites, etc.).	14 (0+14)	57 (0 + 57)			
	# training courses and/or seminars about socially responsible entrepreneurship.	2 (0+2)	12 (1 + 11)			
13	# lobby trajectories in which international companies and institutions are lobbied on their policy towards sustainability, natural resources and bio-diversity.	27 (0+27)	17 (0+17)	68	79	119
	# annual campaigns on the theme of sustainability, natural resources and biodiversity that have been held by the IMPACT alliance in the Netherlands.	2 (0+2)	10 (0+10)			
	# internationally operating food and drink companies that have been reached by the lobbying trajectory of the IMPACT alliance.	300 (0+300)	514 (0+514)			

<sup>4</sup> The tables include target outputs on both local as well as international level as stated in the *Activiteitenplan 2012* that was sent to the Ministry of Foreign Affairs. The realised outputs are for MDG and international lobby and advocacy outputs but in the table the specific numbers for outputs on international lobby and advocacy are provided as well. S = Outputs realised in Southern countries and G = Outputs realised on global or regional level.

### *Performance on outcome and output level*

In this result area IMPACT alliance partners SOMO, Fairfood International and Oxfam Novib lobbied at the Dutch and international level and supported partner organisations to lobby companies or governments.<sup>5</sup> This section will describe the following lobby activities and campaigns of the IMPACT alliance:

1. Oxfam GROW campaign
2. Results of lobby of Fairfood
3. Results of lobby of SOMO
4. Engaging with the emerging powers

#### **1. Oxfam GROW campaign**

In 2013 the lobby of the GROW campaign focused on land grabs, biofuels, investing in small holders, food price speculation (see 2.2.1.1.2) and climate change (see 2.2.1.2.1.) As a way of GROWing a bigger constituency, Oxfam Novib launched the Facebook “Like to Dislike” action, publicising facts about the global broken food system. The action has been copied by other affiliates. Our posts in 2012 achieved an outreach of 890,000 people on Facebook.

*Land grabbing:* Early in 2012, the Commission on Food Security (CFS) was discussing international guidelines to prevent land grabbing. Our campaign in the Netherlands contributed to the Dutch government taking a very proactive and progressive approach both nationally and internationally to the Voluntary Guidelines (VGs). It actively championed the need for Free Prior and Informed Consent (FPIC) and women’s specific land rights needs in the international negotiations. Former minister Knapen committed to stronger Dutch domestic adherence to international standards in a letter of 16th January 2012, and Minister Bleker committed (during March 29th AO Voedselspeculatie) to ensure that any private sector actors who receive state subsidies will be obliged to adhere to the VGs and held to account if these are violated. At the international level the VGs were endorsed by the CFS at its Thirty-eighth (Special) Session and the Dutch delegation was a strong contributor to this outcome, through their work both in the EU group and in Rome. At the Dutch level the challenge is to ensure that the voluntary principles will be translated into rules and legislation.

Oxfam Novib played a leading policy role on behalf of Oxfam in the subsequent campaign directed to the World Bank on a freeze on land acquisitions. Considering the World Bank’s role as a global standard-setter and big investor in land, Oxfam decided to challenge the Bank to improve its policies to prevent land grabbing. Oxfam did this by campaigning for a six-month freeze on land acquisition by the Bank. The campaign was successfully launched in the fall of 2012. It was supported by complementary lobbying in the Netherlands and a robust lobby meeting with the Dutch World Bank Executive Director, who empathised with the issues underlying the Oxfam campaign. Interim results are that the World Bank is now publicly backing the VGs, and acknowledging land tenure as an emerging issue in its Safeguards Review.

It is not only international institutions which have a responsibility towards responsible land acquisitions – Dutch bank groups, as financers of land deals, also have a role to play. In the spring of 2012 Oxfam Novib launched an ‘Eerlijke Bankwijzer’ campaign, to encourage banks to improve their policies to prevent landgrabs. As a result of the campaign, four banks promised to improve and/or improved their policies: Delta Lloyd, SNS, ABN AMRO and Triodos.

*Biofuels:* Oxfam Novib has been at the heart of the political debate on biofuels in 2012, supported by international statements from institutions such as the FAO, by a number of food companies and by the launch of the Oxfam paper ‘The Hunger Grains’ and the Oxfam Novib report ‘Voedsel in de tank?!’. The positive attitude towards high volumes of biofuels changed quickly. Through a high profile campaign including a TV commercial, various publications and lobbying activities (including a joint article with Unilever), membership of the Corbey Committee and the continuing leadership role of the Dutch delegation to the ISO meetings on bio-energy, Oxfam Novib appeared prominently in the political debate on biofuels. Both in the EU and in the Netherlands a cap has been introduced on the amount of food crops that can be used as biofuel. Oxfam Novib financed an Oxfam policy advisor post in Brussels, which also has contributed to these results.

The biofuels campaign has been successful in publicly highlighting the problems caused by current biofuels policies and putting the issue on the political agenda, even though it is complicated. Criticism was raised by small biofuels producers, including those working with second and third generation biofuels; Oxfam Novib has explained that it is not opposed to biofuels as such, but only to those biofuels that harm food security and the environment.

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<sup>5</sup> Fairfood International is included in the outputs of this table above although it is a cooperation partner of the IMPACT alliance still. This is because also the expected outcomes and outputs were calculated with Fairfood International contributions.

*Investing in smallholder farmers:* food security was chosen as one of the four priorities of Dutch development aid. As this went hand-in-hand with an increased focus on the private sector as a channel for aid, Oxfam Novib was concerned that this new direction might lead to support to big agribusinesses rather than small-scale agriculture which, according to Oxfam, is important to increase food production and reduce poverty. At the end of 2011, as a result of our advocacy work, a majority of the Dutch parliament asked the government to ensure aid for agricultural development would be focused on supporting small-scale producers, particularly women. When the budget was presented in September 2012, however, it became clear that the government hadn't made real progress in this area.

At the European level, Oxfam Novib has led Oxfam's advocacy for a strong implementation plan for the EU Food Security Policy Framework (EU FSPF). In the Netherlands we have successfully ensured the FSPF was on the Ministry's radar. We drafted a thorough Oxfam critique, including recommendations, on the latest version of the FSPF implementation plan. Our paper was well received by the Dutch Foreign Ministry and by EU civil servants, and it was used by Concord as the basis for a collective NGO paper. Our advocacy work on this will be followed up in 2013; in spring, the Commission will present a new version of the implementation plan.

## **2. Results of lobby of Fairfood**

Fairfood has its own proven methodology to achieve policy changes from food and beverage companies. In 2012 it added 1652 companies to its database, and approached 513 of them through its tailored, active advocacy. This led to 83 companies changing policies. For example, Pick n Pay, one of Africa's leading supermarket chains, took the initiative to collaborate with Unilever in reducing the packaging of Unilever products by 30% in 2013. Lantmannen, one of Scandinavia's largest food and agriculture companies, committed to certify 50% of its soy under the Roundtable on Responsible Soy in 2013.

### ***CASE: Fairfood and Lorenz Snack-World Holding***

Lorenz Snack-World Holding is a German snack food manufacturer and distributor that has been family owned for four generations. Fairfood effectively engaged with Lorenz Snack-World about increasing the level of sustainability in its supply chain, and disclosing its efforts on sustainability to the general public.

Throughout the course of Fairfood's dialogue with Lorenz, Fairfood played two key roles in an attempt to influence subtle changes in the snack food company. First, Fairfood acted as a knowledge broker, providing information on issues, solutions, and guidance on what the company's priorities should be in order to address Corporate Social Responsibility (CSR) across the breadth of their product line. Second, as acknowledged by Lorenz, Fairfood played a role as a catalyst for internal change. Although the company had begun to implement CSR before a dialogue was established with Fairfood, Fairfood enabled the company to set priorities to change its corporate culture, and gave Lorenz "positive feedback" that it was "going in the right direction". As a result, Fairfood helped Lorenz understand how beneficial it can be working with NGOs.

Over subsequent months, Fairfood continued its dialogue with Lorenz to ensure that key points were being addressed on transparency and reporting, accelerating the sourcing of sustainable palm oil, and addressing labour issues in the processing of cashew nuts. Since then, Lorenz has launched a new section of their website dedicated to sustainability – a big step for a company that was previously branded as very private, if not untransparent, about its business practices and their impacts. Lorenz has also committed to sourcing sustainable vegetable oils by 2015, and to implementing social auditing according to the Sedex Members Ethical Trade Audit (SMETA) guidelines in the first quarter of 2013. These guidelines are designed to reduce duplication of effort in ethical trade auditing, benefitting retailers, consumer brands, and their suppliers. They were developed in response to member demand for an ethical audit report format that could more easily be shared.

## **3. Results of lobby of SOMO**

SOMO has achieved eleven policy changes in internationally-operating companies and international institutions on natural resources and biodiversity. It had support from, in total, eleven globally working partner organisations (outcome 7 and 8). SOMO gave six training courses about socially responsible entrepreneurship (output 8) and produced 39 information products such as user guides, briefing papers, toolkits, websites, etc. (output 8).

### ***CASE SOMO: Nidera adopts human rights due diligence procedure***

In June 2011 a group of Argentine and Dutch NGOs, CEDHA, INCASUR, SOMO and Oxfam Novib together filed a complaint with the Dutch National Contact Point (NCP) for the OECD Guidelines for Multinational Enterprises against the Dutch/Argentine seed multinational company Nidera. The group alleged that Nidera had abused the human rights of temporary workers at its corn seed processing operations in Argentina, based on official reports by Argentine government departments. The complainants called on Nidera to develop and implement an effective human rights policy and commit to concrete due diligence procedures. The mediation process that followed between the complainants and Nidera resulted in newly-adopted and strengthened policies on human rights due diligence and an agreement to allow the complainants to conduct site visits to verify improvements. This was a

major successful outcome in terms of policy changes within the company, actual improvements in working and living conditions of workers in Argentina, and potential positive influence on conditions in the whole industry.

At the beginning of 2012, CEDHA undertook an independent field visit, which confirmed major improvements in the working conditions of Nidera's agricultural workers. A final statement issued by the Dutch NCP on 5 March 2012 confirmed the positive outcome of the dialogue between the parties. Both parties thanked the Dutch NCP for providing an environment that enabled constructive dialogue and discussion. The case has received press coverage in national and international media.

#### 4. Engaging with the emerging powers

Emerging powers are becoming increasingly important in efforts to combat poverty and social injustice, not only because they are home to many of the global poor, but also because they play an increasingly important role as donors, trade partners and investors for low-income countries. Both governments and companies from emerging powers gain in importance as actors in developing countries. An example of this can be seen in the links between Brazil and Mozambique. An example of this can be seen in the links between Brazil and Mozambique.

In 2012 Oxfam Novib, with financial support from Agentschap NL, developed a participatory monitoring tool to measure the social and environmental impact of large scale soy and sugar cane plantations in Matto Grosso, Brazil. The results of this monitoring were used in lobby and public campaigning activities in the Netherlands, resulting in a recognition of the need for independent monitoring mechanisms, as expressed for example by IDH and a parliamentary hearing.

These experiences with agribusiness in Brazil are now also used to monitor the impact of large-scale Brazilian investments in Africa. Together with the Japanese government and companies, the government of Brazil is developing a large-scale agribusiness project in northern Mozambique (PROSAVANA), through which 14 million hectares of agricultural land is being made available for Brazilian agribusiness. This project threatens the livelihoods of thousands of farming families. The Oxfam Novib office in Mozambique is coordinating with Oxfam International in Brazil and Oxfam Japan on ways to monitor and engage with governments and companies involved in the three countries, and facilitating an exchange of experiences between civil society organisations in Mozambique and Brazil.

##### 2.2.1.1.2 Access to the international market has improved

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
14	# global partner organisations that are supported by the IMPACT alliance in their lobbying activities for pro-poor economic policy.	5 (0+5)	10 (0+10)	44	30	19
	# lobbying trajectories to promote pro-poor economic policy that have been set up by the IMPACT alliance.	8 (1+7)	20 (0+20)			
	# campaigns to promote pro-poor economic policy (set up by the IMPACT alliance).	3 (0+3)	4 (0+4)			
	# internationally operating companies and international institutions that have been lobbied by the IMPACT alliance for a more pro-poor policy.	3 (0+3)	27 (0+27)			
	# studies about the regulation and policy of socially responsible entrepreneurship, and trade and investment.	2 (0+2)	14 (0+14)			

##### Performance on outcome and output level

In 2012, the Dutch Eerlijke Bankwijzer published three case studies: one on land (see 2.2.1.1.1 'Trade chains have been made sustainable' on land grabbing); one on shipwrecking in Pakistan, India and Bangladesh; and one on Syria. The case study on ship wrecking had two positive results. ING started an engagement process on labour rights with shipping companies mentioned in the study, and now wants to formalise this in its investment instruments within one year. Secondly, also within one year, Rabobank wants to sharpen its policy with regard to shipwrecking. The Syria case study (July 2012), which concerned investments of banks and pension funds in companies that have supplied sensitive communications to Syria, encouraged five banking groups and pension funds to initiate engagement processes with one or more of those companies (Aegon, ING Pension Fund Medical

Specialists, Pension Fund and Pension Fund of the Metal Electro Metal & Engineering). Oxfam Novib will follow up on the case studies on land and Syria at the beginning of 2013.

As a result of our continuous engagement, six Dutch banks have shown a total of 19 demonstrable improvements of CSR policies. The banks that have implemented policy changes are ABN Amro (climate change, human rights, labour, health, dams, manufacturing, oil and gas and transparency), Friesland Bank (transparency), NIBC (human rights, labour rights, bonus policy, and transparency), Rabobank (human rights), SNS Bank (health, nature, transparency and forestry) and Van Lanschot (taxes and corruption).

Finally, a successful international BankWiser conference was held in December, and it has been agreed to work towards writing a large joint funding application for BankWisers in 10 countries for at least three years – another example of linking our global work to local and vice versa.

## 2.2.1.2 MDG 7A; Safeguards for a sustainable living environment

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

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
6	# partner organisations that have sufficient knowledge to determine the impact of climate change in areas in which they are active, and whose capacities have been strengthened so that they can use them for lobbying purposes.	19 (9+10)	14 (9+5)	23	28	19
7	# local partner organisations active in climate adaptation, which are supported in order to strengthen their capacities in the field of lobbying, research and accountability.	18 (1+17)	16 (9+7)	29	21	22
	# training courses and/or seminars about socially responsible entrepreneurship in food and farming.	2 (1+1)	11 (9+2)			

#### Performance on outcome and output level

In line with Oxfam Novib's corporate plan, climate change has not been a priority in the advocacy work of the IMPACT alliance in 2012. As mentioned earlier, it is possible that in 2014 or 2015 Oxfam's GROW campaign will pay attention to climate change in its lobby and campaigning, but it has never been a priority for the other IMPACT alliance partners and the lower than expected output result on outcome indicator 6 is not considered a problem. Another reason for this is that the not-so-ambitious target outcome for 2015 was already met in 2011. The five partners at global level are all Pan-African partners who also work on the priority theme Struggle for Land, Water and Food.

Outcome indicator 7 is part of the same theme, and results here are as planned. The higher than expected result on the number of training courses on socially responsible entrepreneurship are partly due to unplanned results in the DRC country programme.

Oxfam Novib has focused on building links between our work on investments and climate change, in particular advocating for climate-smart agriculture as a way to increase resilience. We did so, for instance, in the context of the Sahel crisis. We also played a leading role in Oxfam's work on the High Level Panel of Experts (HLPE) on climate change and agriculture in spring, in Oxfam's engagement with the conference on climate-smart agriculture organised by the Dutch ministry in Vietnam in September 2012, and in the development of Oxfam's food and agriculture demands for the climate conference in Doha.

On climate finance, Oxfam Novib advocated against the new government's proposal to include climate finance in the ODA budget. This proposal, combined with the proposed one billion euro aid budget cut, could potentially mean that the Dutch ODA budget would be halved. Although the controversial proposal was debated within the Labour party as well as in Parliament, it is still supported by the government (this output is counted under outcome 13), although commitments were made to increase the amount of private funding for the Dutch contributions to the International Climate Fund.

## China's role in Climate Change

Oxfam Novib has played an active role in strengthening the advocacy work of Oxfam Hong Kong (OHK) on climate change as part of its contribution to the GROW campaign. This has been done by seconding an experienced ON lobbyist to the OHK team and providing further support to the Policy and Campaigns Unit. A result of this effort is that steps have been taken, in addition to ongoing work on domestic rural poverty, to move towards engagement with Chinese policy makers, leading scholars and research institutes. Research has been conducted on climate change and its impact on China, and findings shared within a network of government officials at provincial and central level and with renowned researchers. Although this might be seen as piecemeal progress, it is crucial to involve the Chinese government in debates on adaptation and mitigation of climate change. It is also important to open space to discuss the role of China in the negotiations of the UNFCCC.

### 2.2.1.3 Theme: Good governance and building civil society

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

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
4	# partner organisations active in land, water and food, which are given support in order to strengthen their capacities in the field of lobbying, networking, research and accountability.	64 (53+11)	85 (74+11)	129	47	69

This indicator describes the intervention strategy 'Building Civil Society' at the national level. Both output and outcome are well on their way to meet the planning. The eleven global partner organisations are mainly active at the regional level. One of those partners is FEMNET, which conducts advocacy and research regarding trade. They undertook a multi-country study in Egypt, Kenya, Rwanda, Uganda and Zambia to assess trade arrangements at the regional level between the European Union and Africa and their impact on women's economic rights.

## 2.2.2 Programme Right to basic social services.

In mid-2012, Oxfam started engaging in the post-2015 debate. A small post-2015 team was created to focus on facilitating Southern participation in UN and other consultations, and on working in alliance with key global and regional networks (Beyond 2015, GCAP, and other major INGOs). Oxfam Novib's lobbying and advocacy provides staff capacity to take the advocacy lead in this team. In Africa, Oxfam's staff capacity and financial resources visibly contributed to the active engagement of civil society with, among others, members and the co-chair of the high level panel, Africa Union representatives, and the UN. Oxfam engagement has also started in the Asia region, as well as in several BRICSAM countries. Mostly, Oxfam is an active member of broader coalitions and alliances, and facilitates the engagement of civil society at country or regional level with relevant governments and high level panel members. Oxfam's own policy development in 2012 is expected to lead to a first formal policy statement by January 2013.

### 2.2.2.1 MDG 2: Education

#### 2.2.2.1.1 Greater participation in formal and non-formal primary education

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
55	# Dutch citizens that have been mobilised by the IMPACT alliance to call for donors to provide substantial funding for education.	0 (0+0)	0	3	3	0

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

UNESCO EFA Global Monitoring Report 2012 shows that worldwide, 47 million more children go to school than in 2000, that there is progress on gender parity in education, and that more children go to secondary school. However, for the first time in 10 years, the previously positive trend in school enrolment is stagnating, and UNESCO indicates that on current trends MDG2 will not be achieved and even fewer children will attend school by 2015.

Funding for education is showing both positive and worrisome developments. On the positive side, the majority of low and middle income countries have increased their own education budgets since 1999 – the LICs, on average, by 7% per year. The international donor community, however, is showing less interest; donor funding for education is stagnating at 13.5 billion dollar per year, of which 5.8 billion dollars is available for basic education. The latter is less than half of what is needed to achieve MDG2. International funding for secondary education would need 8 billion dollars more.

Oxfam Novib supports the Global Campaign for Education globally, regionally (such as through the Arab coalition), and within the Netherlands to try and keep education on the global agenda. GCE-NL managed to convince MPs in the February 2012 debate of the importance of pushing for a responsible phase out of education, which led to the repeated commitment of the Secretary of State to do what is in his capacity. When the government resigned and elections were prepared, there was less opportunity to highlight the importance of education, and therefore less effect. In the last part of the year, effective contacts with MPs led to some asking critical questions on education. Some MPs used the GCE-NL letter explicitly in their questions to the Ministry in the budgetary debates of December 2012.

The IMPACT alliance continues to lobby for fairer financial systems and in 2012 Oxfam Novib asked De Volkskrant to research the way the finance ministry had operated on the proposed financial transaction tax (FTT) in the past year, and in particular since the EU presented its proposal for an EU FTT in September 2011. The result was a very critical article, published on 7 July 2012, which showed how finance ministry staff, the finance minister and his state secretary systematically undermined a more positive position for the Netherlands, and jointly with the UK and others pursued a strategy of delaying any official decision-making on a FTT. The Dutch position has shifted from negative to 'conditional positive' in regards to FTT.

#### 2.2.2.1.2 Improved quality of education

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
23	# southern partners that have lobbied their government for prioritising good education and adopting innovative practices.	13 (12+1)	27 (27 + 0)	24	12	8

#### *Performance on outcome and output level*

For Southern campaigning we are on target to reach our goals by 2015. This year saw many good examples of Southern campaigning accomplishing its goals both within country and globally. The AOC in Bangladesh and ITA in Pakistan are examples of partner organisations which were successful in lobbying their governments to improve the quality of education.

#### 2.2.2.2 MDG 4,5,6; Health

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

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
24	# southern partner organisations that are active in SRHR and HIV and that receive support in the implementation of effective lobbying, campaigns and budget monitoring for SRHR.	8 (5+3)	28 (6+22)	11	9	3

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
25	# Dutch citizens that have been mobilised by IMPACT alliance to hold donors accountable for the urgency to give priority to substantial financing for SRHR and HIV.	5000 (0+5000)	0	16	2	1
	# lobbying activities and products aimed at persuading decision-makers and opinion leaders in the Netherlands and other donor countries to invest more money more effectively in SRHR and HIV.	4 (0+4)	12 (0+12)			

### *Performance on outcome and output level*

The IMPACT alliance has advocated for more availability of preventive measures to ensure young women and men have access to quality health services. This result strongly connects to work done in the programme on gender justice. Under KPI 24, with Southern campaigning around implementation of effective lobbying, campaigns and budget monitoring for SRHR, this is right on schedule and changes are happening in countries such as Pakistan where curriculum and policies are being changed in order for young people to have more information about their own bodies and choices. In Afghanistan, for example, BRAC was able to lobby the Afghan Ministry of Health to integrate many of their policies around health education forums at both community and health facility level, especially around well-trained and competent midwives.

Oxfam Novib in 2012 sparked discussions on the decrease of aid spending, taking the lead in the Pathos alliance of 113 Dutch NGOs. The campaign action was under the banner “Je Krijgt Wat Je Geeft”, loosely translated as ‘you get what you give’, with the message that aid is not charity and the Dutch public benefits as well. The results were that 38 celebrities signed a petition, there were 20,297 unique visitors to the website, 706 tweets, 2000 people liked it on Facebook and 1000 people followed the action on Facebook. The campaign was also popular in the media and had daily coverage including debates on 2 and EénVandaag and various radio programmes. The impact is difficult to measure, but the cabinet did fall soon after.

## 2.2.3 Programme Right to life and security

### 2.2.3.1 Theme: Fragile States

#### 2.2.3.1.1 A safer society for all citizens

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
34	# national governments that have been held to account by Oxfam Novib and its alliance about improving their control of the arms trade.	3 (0+3)	19 (0+19)	21	14	17
	# national governments that have been held to account by Oxfam Novib and its partners about the need to translate UN Resolution 1325 into national policy.	4 (0+4)	3 (0+3)			

#### *Performance on outcome and output level*

The lobby work to achieve improved civilian protection by governments and international organisations is mostly carried out by Oxfam Novib and the Oxfam confederation itself, through the Rights in Crisis campaign. The outputs and outcome are in line with the work which was expected to be carried out in 2012, but much higher than the 2012 targets listed in the table. This is largely the result of under-planning, not over-performance. For 2013, the targets will need to be adjusted upwards. *For outputs achieved as a result of financial support provided by Oxfam Novib to the Oxfam International Rights in Crisis campaign, please refer to section 2.1.3.2.1 'A safer society for all citizens especially women'.*

In the Netherlands, 2012 was a disappointing year in terms of influencing the Dutch government to develop a strategy for the protection of civilians (PoC), which had been promised in 2011. The Dutch government's letter to Parliament lacked ambition to create and develop an effective Dutch PoC strategy. In response, Oxfam Novib and IKV Pax Christi wrote a letter, pitched parliamentary questions and promoted a parliamentary motion. The latter was picked up by parliamentarians, but is on hold to be discussed in 2013.

Over the past decade, the countries in the Sahel have witnessed successive food crises, in particular in 2005, 2010 and 2012, the latter affecting six million people. In some countries, the rate of global acute malnutrition exceeded the international alert threshold of 10%. As the latest food crisis approached in the spring of 2012, Oxfam Novib launched a public campaign together with the other Oxfam affiliates. Press releases were issued, lobby letters written and parliamentary questions asked on the Sahel and on how the Dutch government could help alleviate the suffering. Oxfam's plan (which was later executed) to publish a 'fair share analysis' in which the Netherlands would be among the worst donors to the Sahel prompted the Dutch government to accelerate its first pledge of 3 million euros. The Dutch government followed this up with additional pledges of funding in subsequent months.

2012 was again an intense year of international negotiations on the proposed arms trade treaty. A conference in New York in July was meant to adopt a final treaty text, but failed to do so due to mainly US opposition. During the conference, Oxfam Novib facilitated the positive engagement in the negotiations of francophone African countries and organisations (from Burundi, Mali, Ivory Coast and ECOWAS). In the Netherlands, Oxfam Novib, Amnesty and IKV Pax Christi initiated a public campaign involving advertisements, social media, an exhibition in parliament, and an online petition which 93.500 people signed, held high-level meetings with foreign ministry officials and members of parliament, and organised a public debate in an effort to ensure strong and positive engagement from the Dutch government during the negotiations. Despite the lack of agreement, the achievement of a draft text which the vast majority of states agree to remains a significant achievement. The sheer fact that human rights and arms trade are recognised to be linked is a major breakthrough.

Finally, in 2012 Oxfam Novib together with *Campagne tegen Wapenhandel* and IKV Pax Christi sought to block the planned sale of 80 Leopard tanks to Indonesia. The government initially approved the sale, but when parliament found out, a majority of parties opposed the sale. They did so after being informed by civil society of a) the culture of impunity in the Indonesian army; b) repression of minority groups by the Indonesian police, often backed by the army; and c) corruption in the Indonesian army. Unfortunately, our efforts to liaise with German civil society were unsuccessful in blocking Indonesia from purchasing the tanks from the German Ministry of Defense, which also had them in stock. This action was therefore ultimately unsuccessful.

### 2.2.3.2 Theme: Good governance and civil society building

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

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
33	# innovative methods developed by the IMPACT alliance and used to find and bundle the voice of citizens affected by conflicts and disasters, and to publicise this at international level.	3 (0+3)	7 (7+3)	27	17	20

#### Performance on outcome and output level

The IMPACT alliance, specifically Oxfam Novib and its partners, is working to raise the voice of civilians affected by conflicts at the international level. The output for 2012 (3) is in line with the planning. The target outcome for 2015 will be reached in the coming years. *For outputs achieved as a result of financial support provided by Oxfam Novib to the Oxfam International Rights in Crisis campaign please refer to section 2.1.3.2.1 'A safer society for all citizens especially women'.*

In 2012, Oxfam Novib undertook a number of activities to raise the voices of Somali civilians affected by crisis at the international level. First, we facilitated a number of visits by Somali civil society organisations to international conferences. For example, Oxfam Novib accompanied a Somali human rights partner on a lobby tour to the African Union, preceding discussions on the African Union Mission in Somalia (AMISOM). A lobby visit of the same partner to the United Kingdom was also facilitated, which generated widespread international media attention for violence against women in Somali IDP camps. The visit of another partner to the London Somalia Conference early in 2012 influenced the outcomes of the conference to some extent. In 2012, the Oxfam Somalia team also produced a record number of blogs which were featured on the Oxfam International website. This year, the team will continue to develop its communications for targeted audiences, including donors, and on social media.

Oxfam Novib Linkis partners including Gate48 and Een Ander Joods Geluid, both addressing the Israeli-Palestinian conflict, organised a range of activities in 2012 to raise awareness among the Dutch public of the impact which the Israeli occupation is having on ordinary Palestinian and Israeli civilians. Gate48, for example, carried out a project to increase public awareness in the Netherlands about the effects of the occupation on both Israelis and Palestinians and thereby develop a critical consciousness amongst the Dutch public with regards to the conflict. A series of public meetings were organised addressing violations of international law, including: rights of Palestinian children in Israeli detention; rights of Palestinian political prisoners in Israel; peaceful resistance in Israel against the occupation by solidarity action of both Palestinians and Israelis; archaeology used as an instrument to justify the continuation of the Israeli occupation; and the role of the military. At the same time, lobby activities were used to inform Dutch MPs about concrete cases of shrinking space for human rights defenders and human rights violations in the OPT/I. Also related to the Israeli-Palestinian conflict, photographer Geert van Kesteren produced high quality photo and video materials under the title 'After the Ceasefire'. A number of photos and videos have already been used in media publications, but most still have to be shown in an exposition which will be taken to the OPT/I and London. A short documentary film has also been made.

In conclusion, the advocacy and campaigning work carried out in 2012 on improved civilian protection and in raising the voices of civilians affected by conflicts is in line with expectations. A huge amount of effort has been carried out by both partners and Oxfam Novib's own staff to highlight the plight of civilians in crisis and influence positively the behaviour of duty bearers with regard to the world's worst conflict-affected countries, such as Somalia, Afghanistan, Pakistan and DRC, and with regard to the food crisis in the Sahel. It is positive to see that, after a period of build-up over the last 4-5 years, Oxfam Novib's Rights in Crisis advocacy and campaigning capacity is now generally speaking adequately resourced and equipped and has the necessary procedures in place.

#### CASE

Following the horrific shooting of Pakistan education activist Malala Yousafzai, Oxfam Novib together with its partners from the Peace My Right Campaign organised a Facebook campaign to raise international awareness of the case and show solidarity with Malala.

This campaign was very successful. Within three days, the 'Malala' post reached an amplification rate of 5,000. After one week, it had 8,000 shares, meaning that an estimated 1,2 million people had been reached

online. In Pakistan one candle was lit for every share, so that in total 8,000 'Dutch candles' were lit during two vigils in Karachi and Bahawalpur. Particularly useful for this campaign was the connection between online and offline work, i.e. turning an actual event into an online call for action, referring back to offline events, and then turning the reports of these offline events into an online image. This way ownership was created for both supporters and partners.

Oxfam Novib would have preferred to have a more specific goal than showing solidarity, but because of the political tensions this was not desired by partners.

## 2.2.4 Programme Right to social and political participation

### 2.2.4.1 Theme Good governance and civil society building

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

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
42	# lobby initiatives in which the right to free association / space for civil society is being defended	20 (19+1)	26 (18 + 1)	151	172	57
	# organisations involved in citizen dialogues in favour of space for civil society	36 (26+10)	159 (81 + 78)			
	# organisations involved in lobby initiatives and/or alternative reports regarding the national implementation of international treaties on human rights	9 (4+5)	142 (58 + 84)			

#### *Performance on outcome and output level*

Unlike its other programmes, Oxfam Novib itself is not implementing a campaign on the Right to Social and Political Participation programme. Lobby and advocacy staff capacity working on the Right to Social and Political participation programme is limited, and has mostly focused on coordinating for the whole Oxfam federation the efforts in response to the Arab Spring.

With regard to raising the voice of people in regional and global decision making, the involvement of civil society organisations representing people from the South is an important precondition to making global decision-making processes more legitimate and beneficial for global poverty and injustice.

Wherever possible, Oxfam plays an active role in increasing civil society participation in these processes. In Brazil, Oxfam Novib supported the convergence of more than 60 civil society networks and platforms around a common agenda on the “people’s summit” during the Rio+20 summit. Oxfam México created space for the voice of Mexican organisations to the Sherpas during the G20 summit in March 2012. Another collaborative effort was made to do the same during the BRIC summit. Oxfam Novib is playing an active role in supporting the Oxfams in these countries to take up this role, often building on historic relationships of trust with former partner organisations (in e.g. México, Brazil and India). In Africa and Asia we are supporting networks of civil society organisations to represent member organisations in decision making at the level of the African Union, ECOWAS, SADC, ASEAN and the ADB.

The impact of this work is often difficult to measure. But some positive results that were visible in 2012 were: the commitments of officials of the AU, ECOWAS and UEMOA to implement legislation on foreign direct investment that benefits the African people; the African Union declaration on youth and sustainable development that was developed with significant input from Oxfam Novib’s partner CCP-AU; and UNFPA’s acceptance of the feedback of Asia-Pacific NGOs in the International Conference on Population and Development.

In the aftermath of the Arab Spring, the main targets of international lobby efforts on the situation in Egypt included the European Union and the IMF. For the EU, our lobby objective was to have the EU commit to insisting on an enabling environment for civil society in the region and to set up a mechanism to monitor meaningful civil society involvement in the development and implementation of all EU policies and programmes in countries in the region.

Oxfam assisted partner organisations from the region (Yemen, Egypt, Tunisia, and Morocco) in organising their lobby and advocacy efforts towards the EU and the IMF. Based on research from a series of focus groups with Yemeni women on their priorities, Oxfam published in September 2012 a paper on the views of women on the political transition process and their hopes for the future. In 2013 Oxfam will work together with strategic allies such as the European Mediterranean Human Rights Network to urge the EU to put its policy into practice in transparent and inclusive ways.

Despite EU commitment to partnership with civil society, the EU failed in 2012 to be transparent in its policy development and priority setting with Egypt and failed to engage in meaningful ways with civil society

organisations prior to and during the EU-Egypt Task Force meeting. In 2013 we will continue to urge the EU to ensure systematic involvement of an inclusive group of civil society organisations and provide them with timely access to information, both on the process for consultations and on the content.

Opportunities include those related to the June 2012 EU Strategic Framework on Human Rights and Democracy and the September 2012 communication from the Commission on Europe's engagement with civil society in external relations. Policies and proposed actions included in these documents could lead to major improvement in the EU's policy on how to support human rights, democracy and civil society. Monitoring the implementation of these new policies, including by EU member states, is on the agenda for 2013.

At the global level, Oxfam Novib is supporting a number of longer-term partner organisations that work on freedom of expression and space for civil society. More recently we have added Access to our partner portfolio, a global movement working on the digital rights of internet users and fighting for open and secure communication for all. In this area, a positive change – advocated for by Access – took place at the global level: in July 2012, the United Nations Human Rights Council in Geneva adopted, for the first time, a resolution affirming that the right to freedom of expression established in the UN Universal Declaration of Human Rights and the Covenant on Civil and Political Rights also applies on the internet. The implication is that now the right to freedom of expression that applies 'offline' must equally apply 'online'. The resolution was promoted by more than 85 states and adopted by consensus. The resolution also affirms the importance of the internet to global development and urges all states to promote access to the internet, meaning both infrastructure and content.

Partner organisation IFEX took the lead in coordinating the efforts of dozens of free expression groups – including 37 IFEX members – for the 2011 inaugural International Day to End Impunity on 23 November 2011. The campaign was supported by Frank LaRue, the UN Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression. Building on this success, in 2012 a campaign was explored on the “culture of impunity”– the underlying factors that contribute to a climate of injustice and insecurity for those practicing their right to free expression. IFEX has been pioneering a new high-profile digital approach to regional reporting by compiling an interactive regional analysis on impunity that was launched to coincide with the International Day to End Impunity.

As part of its advocacy and continuous campaigns to highlight the plight of civil society, Oxfam Novib's partner CIVICUS networked with civil society partners in Cambodia, Syria, Turkmenistan, Uzbekistan, Belarus, Swaziland, Uganda, South Africa, India, Brazil, Philippines, and Bahrain to make their voices heard at the United Nations Human Rights Council. CIVICUS joined a coalition of international civil society partners administering Lifeline, an emergency fund for civil society established multilaterally by 15 governments, to provide additional financial and technical support to embattled civil society around the world through the CIVICUS Crisis Response Fund. During the course of 2011, CIVICUS supported seven Crisis Response Fund interventions in Belarus, Egypt, Azerbaijan, Central Africa, Venezuela, Uzbekistan and Yemen. No updated figures on 2012 are available as yet at the time of writing this report.

Oxfam Novib has also supported Pen International and the Pen emergency fund, and we work together in Oxfam Novib Pen Awards ceremonies. Both organisations continued to supply capacity building to writers and journalists, and lobby governments to support writers who displayed the courage to write about political sensitive issues.

#### ***CASE: Expanding space for Lao civil society through an international high-level event***

The economic transformation of East Asia in the last three decades has been spectacular and the numbers of people living in poverty have fallen significantly. However, in the former socialist countries of the Mekong, rights of freedom of expression, assembly and the media are still not fully respected, although emerging civil society is seeking to expand. In early November 2012, 49 high-level government officials from Asia and Europe met during the Asia Europe meeting (ASEM9) in Vientiane, Lao PDR, to exchange views, priorities and plans on regional and global issues that are of common interest to both regions. This offered civil society organisations (CSOs) and citizens of the ASEAN countries a formidable opportunity to make their voices heard. In preparation for the official summit, thousands of civil society and grassroots representatives from all over Asia, Europe and other continents came together during the 9th Asian European's People Forum (AEPF9) in mid-October. They shared their concerns and recommendations, and these were captured in “people's declarations” and shared with their leaders. Oxfam supported this event to enhance the connection of people's movements and advance their voices and issues to their regional leaders.

The ASEM, preceded by AEPF9, provided an unprecedented opportunity for Lao civil society to support a more open debate in Laos and empower citizens to be part of the development of their own country. Despite recent positive developments, trust between government officials and CSOs is still limited, as is the government's understanding of the role of CSOs. Direct advocacy and criticising of government policies is not tolerated and the

media is state-controlled. The AEPF9, the largest civil society event ever organised in Laos, catalysed the first collaboration between the government, local and international NGOs. Lao CSOs, aware that they played a key role in the organisation of the AEPF9 process, used this opportunity to have Lao citizens' voices heard in a respectful and constructive environment. As a contribution to the AEPF9, the Lao CSOs issued a Lao Vision and Recommendation Statement presenting the Lao people's voices for reducing poverty and improving sustainable development. The Lao Vision was the result of grassroots consultations conducted in all provinces of Laos, in collaboration with local authorities, to gather Lao people's perspectives on their well-being and issues relating to development and poverty reduction. CSOs were able to prove to the government that they have an added value as partners in development.

#### 2.2.4.1.2 Political, administrative and societal checks & balances

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
43	# partners that undertake lobbying activities to demand access to information from governments, companies and international institutions, while making use of new media.	24 (12+12)	55 (45 + 10)	60	68	113
	# partners lobbying for budget priorities for the benefit of disadvantaged groups that are not being heard.	26 (25+1)	45 (28 + 17)			
	# partners lobbying actively for proper anti-corruption legislation and its adequate implementation.	5 (3+2)	14 (14 + 0)			
	# lobbying trajectories that demand more transparency from international institutions (including regional ones).	4 (0+4)	31 (8 + 23)			
	# trajectories that monitor the budgets of international institutions and businesses.	12 (1+11)	3 (0+3)			
	# lobbying initiatives that focus on fair taxation and the role of the international corporate sector.	1 (0+1)	6 (4 + 2)			
	# trajectories that monitor income from mining and the oil industry.	2 (1+1)	5 (3 + 2)			

#### Performance on outcome and output level

The Dutch Tax Justice Network (TJNL), of which Oxfam Novib is co-founder (2005), a major funder and an active member, has been very successful in raising the issues of tax evasion and avoidance through the Netherlands as a tax haven, both in the media (Financieel Dagblad, all dailies) and on the political agenda.

As a result, the previous government supported the principle of country-by-country reporting officially and promised to promote this in the EU and globally. Like many official statements of the previous government on taxation, and in particular on the Netherlands as a tax haven, these positions have remained just promises. The new VVD-PvdA government seems to be making fair taxation, and improvement of taxation in developing countries from a development perspective, a key issue (see, for example, Minister Ploumen's recent statement on this). However, the interests of the Dutch financial sector – and particularly the many Dutch and international multinational companies benefiting from the Dutch specialisation in 'legal tax avoidance and evasion', through PO Boxes and the Dutch championship in double tax treaties – will guarantee a hard fight. TJNL and Oxfam Novib will step up working with the parliament, through e.g. expert meetings and campaigns, and with the media on the issue of the Netherlands as tax haven; this has a negative impact not only on developing but also on developed countries, which are missing tens of billions of euros in taxes.

We are currently looking into the best ways to continue and intensify our lobby efforts, together with the Tax Justice Movement, PWYP and Eurodad.

The other side of the coin of financial accountability is budget monitoring and transparency, which is clearly linked with tax justice interventions (money in, money out). At the global level, Oxfam is currently in the process of developing a campaign that will focus on domestic resource mobilisation (including tax justice). The aim is to strengthen civil societies' influence on attempts to better balance flows of money into and out of a country, and to ensure that any increase in domestic tax resources is invested in public projects that benefit poor people.

At pan-Africa level, Oxfam Novib is supporting partners that are implementing efforts to monitor extractive companies (PWYP-Africa, TWN-Africa) and those avoiding or evading taxation (TJN-Africa).

**CASE: Using World Bank Mechanisms to increase transparency and accountability in Yemen**

Following widespread protests in Yemen during the Arab Spring, the country is going through an important political transition process while also facing increased violent conflict and insecurity. The transition has not yet brought the change people wanted, and there are signs of a backlash against women who have championed women's rights in the public sphere. Civil society is weak, and many organisations are charity-based and not focused on lobbying or advocacy or on holding government accountable. Moreover, in a country that is very reliant on foreign aid, it is particularly important to be monitoring aid flows and holding the donors and government accountable.

This is why Oxfam Novib's partner Bank Information Centre (BIC) implements a project to strengthen the capacity of Yemeni civil society groups to work towards increased transparency and accountability of the government, donors and the private sector. There are only a few influencing platforms for citizens in Yemen because institutions and mechanisms that would allow them to do so do not yet exist. However, the World Bank does provide – through its policies and various accountability mechanisms – a space for citizens to influence the Yemeni government and the development agenda in the country. In Yemen, the World Bank committed itself through the so-called Enhanced Action Plan to consult frequently and intensively with representatives of Yemeni civil society. However, there is a lack of civil society capacity in Yemen with respect to understanding the Bank and its role, let alone making efficient and effective use of this strategic opportunity.

To achieve the goals of this project, BIC created the Yemeni Information Network on Foreign Aid, involving seven CSOs in the capital, Sana'a (for security reasons, it was not possible to include CSOs outside Sana'a), and translated specific documents that the Bank has for civil society. The CSOs also received targeted training and were given opportunities to exchange ideas with CSOs from countries with similar challenges. BIC also distributes relevant information to the network, facilitates regular consultations of the World Bank with local CSOs, and encourages a tripartite relationship between Yemeni civil society, World Bank, and government.

As a result of BIC's work, Yemeni civil society representatives went to the annual WB meeting in Washington. Moreover, Yemeni civil society is able to participate more effectively in the Extractive Industries Transparency Initiative (EITI), which brings together government, private sector and civil society representatives to agree on systems of accounting for payments made in the extractive industries sector.

**2.2.4.1.3 Anti-corruption measures**

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
41	# global citizens' initiatives that make active use of new media in order to hold governments, businesses and international institutions accountable in situations of power abuse, corruption and gender injustice.	14 (2+12)	83 (7 + 76)	98	66	100
	# global partner organisations that, partly due to their use of new media, have strengthened their cooperation with regional, national and local organisations in order to monitor and report on human rights violations.	10 (2+8)	26 (12 + 14)			
	# partner organisations that have taken on a pioneering role in the use of new media in collecting and sharing information in order to call governments, companies and international institutions to account.	4 (2+2)	81 (8 + 73)			

### *Performance on outcome and output level*

Oxfam Novib is supporting partner organisations at the global, regional and pan-African level to hold governments, businesses, international institutions and civil society organisations accountable for power abuse, corruption and gender injustice. Some snapshots of programmes that contribute to this outcome are presented below. As mentioned in section 2.1.4.1.4, we are overperforming on the targets set.

As part of the State of the Union project, a coalition of civil society organisations including Oxfam and financed by DFID and SIDA worked together to hold African governments accountable for the ratification and implementation of African Union decisions at the country level. Elements were the “Play for the Union” campaign at pan-African level, which used Facebook and Twitter as well as traditional media; the citizen’s petition for ratification by national governments of AU instruments and standards; and national campaigns in eight countries.

After six years of impasse, partner organisation Human Rights Watch and its local partners managed to convince the Senegalese Government to bring former Chadian dictator Hissène Habré to trial for crimes against humanity and torture. Two factors combined to turn the case around in 2012: the election of Macky Sall in Senegal, and the International Court of Justice decision that Senegal had failed to meet its international legal obligations under the torture convention and needed to bring Habré to justice “without further delay”, either by prosecuting him in Senegal or extraditing him. The trial will serve as a show-case for African states to hold each other accountable. It will also strengthen the position of the AU, which in 2006 instructed Senegal to bring Habré to justice. Human Rights Watch applied nine different lobby trajectories to attain this outcome. For this, and for public awareness raising, it used documentary films, news articles and op-eds, advocacy letters, press conferences, Facebook, demonstrations, and internet publicity. The victims are represented by more than nine organisations which provide them with legal and investigative support and ensure outreach on legal rights to the general public in Chad and Senegal.

Global partner CIVICUS’s *Civil Society Watch* online platform for monitoring, tracking and responding to threats to civil society mobilised citizens and activists through digital alerts. CIVICUS produced the monthly Civil Society Watch Bulletin to highlight and analyse the state of civil society in different regions, and continued to raise issues of concern to CSOs and actors.

Global partner AMARC and its members were able to achieve progress in opening up spaces for community radio, as tools that enable greater freedom of expression and voice for marginalised groups.

Our global partner IFEX initiated its 'digital transformation' effort to analyse the information it produces and determine the best ways to harness new technologies and media tools to more effectively expose and address violations of the right to free expression, and to achieve more active engagement for its network and member campaigns. As digital and social media channels make relationship building, communication, engagement and mobilisation on a global scale easier, IFEX began in 2011 to explore ways to embrace digital opportunities in its free expression work. This work has also involved support to similar initiatives for IFEX members that are seeking to better target their audiences online. Through its grants programme, IFEX provided funding support to both the Centre for Media Freedom and Responsibility in the Philippines and Media Rights Agenda in Nigeria to explore digital opportunities in their own free expression work.

The Social Watch network, also a global partner, strengthened the capacity of its member coalitions in 66 countries to better monitor the social development and gender equality commitments of their governments. The Social Watch report for 2011 contained 66 national reports. In 2011, Social Watch organised four regional capacity building workshops for its members, with the participation of 210 people on different methodologies and advocacy strategies to raise the level of civil society monitoring of government accountability on social development commitments. Details of the 2012 programme are still to arrive.

In conclusion, outputs on the advocacy and campaigning work carried out in 2012 both on the space for civil society and on financial accountability are higher than expected. Both partners and Oxfam Novib’s own staff have contributed to this – which is commendable, given the very limited capacity at Oxfam Novib for its own advocacy. We are on the right track with our advocacy and campaigning work.

## 2.2.5 Programme Right to an identity

### 2.2.5.1 MDG 3: Gender

#### 2.2.5.1.1 Measures to end violence against women

Outcome IMPACT alliance	Output	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Target Outcomes 2015	Realised Outcomes 2011	Realised Outcomes 2012
48	# women's organisations that have implemented organisational capacity-building projects about lobbying and advocacy strategies for women's human rights.	31 (20+11)	22 (17+5)	104	60	376
	# partner organisations that have participated in exchange and learning activities with regard to human rights frameworks for women.	18 (13+5)	11 (6+5)			
	# partner organisations that have participated in exchange activities with regard to the national implementation of human rights frameworks for women.	15 (6+9)	10 (8+2)			
	# partner organisations at both national and international level, that have completed a capacity-building programme on accountability towards the target group.	4 (2+2)	3 (2+1)			

#### *Performance at outcome and output level*

Concerning the strengthening of women's organisations' capacities (OI 48) the results are quite positive as the IMPACT alliance has surpassed its target outcome by reaching 376 organisations and networks.

As explained in the previous section, these positive results have been achieved despite not having realised the planned outputs. This trend applies to outputs at both national and global levels. A combination of factors can explain this trend. Oxfam Novib's country programmes have moved forward in 2012 on the prioritisation of three programmes, and countries such as Niger and Burundi have not delivered on all the outputs originally planned under this outcome because they don't have Right to an identity as a priority programme. In other cases, the difficult context and situation of particular countries have proven a challenge to building civil society, in particular regarding women's rights, as for example in the case of the Maghreb region, Myanmar and Sudan, which were unable to realise the planned outputs.

On the other hand, the IMPACT alliance has recognised that more and more women's rights organisations are feeling the urgency to come together at national and regional level, to reach out and form or consolidate networks as a way of counterbalancing the increased pressure against women's rights and their legal and social protection. This recognition has led to more focus on supporting and investing in the formation and/or consolidation of networks as a more effective way of building and strengthening the women's right movement, by sharing experiences and reinforcing their own capacities.

IMPACT alliance support for this way of working, through networks and alliances, has increased the outreach of these partners that otherwise would have been limited in their influence to their immediate constituencies. For example, in Angola, Oxfam Novib supported the Plataforma de Mulheres em Accao, through which 30 member organisations benefited from trainings on new legislation regarding violence against women, the implementation of resolution 1325 and the SADC protocol. In Mozambique, partner NAFEZA – a network of women organisations in Zambezia province – continued capacity building of its members, including budget monitoring and training on legislation regarding gender based violence. And in Nigeria, Oxfam Novib partners Baobab and Alliance for Africa supported the Feminist Forum of Nigeria to enhance collaboration among women's leaders in the country (see case below for more details).

At regional level the building of networks and alliances has also been very important. In the MENA region, Oxfam Novib partner CRTDA has promoted coalition building among 40 organisations in four countries (Jordan, Tunisia, Morocco and Egypt) which will allow them to work more effectively on advocacy for women's rights. In South East

Asia, partner IWRAP has worked towards strengthening the capacity of its 53 member organisations and others about CEDAW, particularly its application and use in practice and monitoring.

Oxfam Novib partner FEMNET has continued its work to strengthen its 240 members in 37 countries across Africa to fight for women's rights. In October 2012, it convened 58 women's organisations to help them understand and strategise for the Post-MDGs/Beyond-2015 Consultations. Participants at the regional consultation in Monrovia included women's rights organisations from pan-Africa and sub-regional levels, as well as representatives of women's rights organisations, networks and coalitions focusing on: health, including sexual and reproductive health and rights; peace and security; livelihoods and economic empowerment; violence against women; food security and agriculture; climate change; leadership and governance; education; and girls and youth.

At global level, Oxfam Novib partner Women's Learning Partnership (WLP) organised their annual Transnational Partners Convening for partners from Bahrain, Brazil, Egypt, Indonesia, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Malaysia, Morocco, Nigeria, Pakistan, Palestine, Turkey and Zimbabwe. The convening provided participants with the opportunity to share experiences and developments in their respective countries. Apart from this particular event, WLP assisted partners through the year in institutional strengthening, such as by supporting them in consolidating their infrastructure and by providing training to their staff in fundraising, report writing, budgeting and expense management, programme development and monitoring, advocacy and community mobilisation, networking, documentation, ICTs, and outreach management. WLP also assisted partners with building their resource mobilisation capacity and connecting them to potential funders.

**CASE: Women Leadership and Political Participation and Promoting and Protecting Women's Human Rights. Partners: BAOBAB for Women's Human Rights (BAOBAB) / Alliances for Africa (AfA). Nigeria (OI 48).**

BAOBAB for Women's Human Rights and Alliances for Africa (AFA) are well known women's NGOs in Nigeria determined to bring change in the struggle for empowerment and advancement of girls and women in Nigerian society. Oxfam Novib supported BAOBAB and AFA to implement various actions both individually and collectively to advance the agenda of increased transformative female leadership. The overall aim is to support female transformative leadership for sustainable development by empowering women and girls to develop their leadership skills and enhance their political participation both as candidates and as voters.

The following intermediate results have been achieved:

- The Nigerian Feminist Forum (NFF) has been strengthened, thereby providing a stepping stone which enables women collectively to engage the state and non-state actors in challenging the denial of women's human rights. Through this forum, as well as the revival of the NGO CEDAW platform, platforms for sustained lobbying and advocacy have been created to promote women's rights and advocate for an increase in women's political participation.
- The capacities of about 150 women have been built to claim political and transformative leadership positions in the focus states of the programme. It is expected that 20% of these women will become involved in mainstream politics and participate in the 2015 elections. The training turned female retired school teachers, female artisans and local community women into aspiring politicians.
- Three "Women in Politics" networks have been formed as a platform for women to discover their strength and initiate strategic plans for the coming 2015 elections.
- In Imo state, one of the focus states, a 60% increase in the number of women voters in the 2011 elections was recorded, along with an increase in the number of women elected and nominated into positions of decision making.
- An equal opportunity law was passed in Imo state, and an equal opportunity monitoring and implementation body was established to ensure the observance of party bylaws relating to gender equality of men and women.

Outcome IMPACT alliance	Outputs effective participation in policy formulation	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Outcomes Target2015	Realised Outcomes 2011	Realised Outcomes 2012
51	#strategies for lobbying and advocacy relevant to UN women's organisations, developed by Oxfam Novib and implemented in collaboration with national, regional and international partners.	1 (0+1)	2 (0+2)	17	4	0

Outcome IMPACT alliance	Outputs effective participation in policy formulation	Target Outputs 2012 (S +G)	Realised Outputs 2012 (S +G)	Outcomes Target2015	Realised Outcomes 2011	Realised Outcomes 2012
	#global women's (rights) organisations and networks that have undertaken lobbying and campaigns for the implementation of international agreements on women's rights.	4 (1+3)	3 (0+3)			

### Performance on outcome and output level

Within the IMPACT alliance, Oxfam Novib – in the context of joint work as Oxfam International – has continued with its direct global advocacy work, always in collaboration with and informed by women's rights networks at regional and national level. The aim of Oxfam's work on UN Women is to ensure an appropriate level of funding as well as a functioning system so it is able to monitor government action to implement laws and gender equality agreements, in particular on women's right to bodily integrity. Since 2010 Oxfam has called for a comprehensive global action plan to end Violence against Women (VAW) as a means to ensure accountability and expedite progress. Considering that the 57<sup>th</sup> meeting of the Commission of the Status of Women (CSW), to be held in March 2013, focuses explicitly on VAW, Oxfam's lobby and advocacy work in 2012 has focused on building momentum and ensuring commitment from key international players and governments on the global action plan to end VAW. Oxfam's efforts, together with the efforts of other partners and networks, have led to an explicit recommendation made by the UN Women Expert Group advising on CSW 57 on the establishment of the global action plan and a request for its adoption by governments as soon as possible. 2013 is a key year for Oxfam's lobby and advocacy work, as if the results from CSW 57 are positive, it will have important implications for the IMPACT alliance and its partners' work regarding women's right to bodily integrity.

In South East Asia, Oxfam Novib partners IWRAW and ARROW have undertaken lobbying and campaigns at the regional and global levels for the implementation of international agreements on women's rights, especially in regard to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW). Technical advice was provided on CEDAW review preparations, using a framework created by IWRAW, and CEDAW Shadow Reports were developed and country-level reports prepared by civil society to balance reports prepared and presented by national governments.

In the African region, 2012 has been an important year for lobby and advocacy work. Partly thanks to the contribution of Oxfam and partners (such as AAWORD, FEMNET and SOAWR), the AU Protocol on the Rights of Women was ratified by Congo, Gabon, Ivory Coast and Swaziland, bringing the total number of AU Member State ratification to 35. It is relevant to also mention the impact of the State of the Union (SOTU) coalition's work on the advancements on the ratification and implementation of the African Union decisions at country level. The SOTU coalition – an externally-funded project in which Oxfam and its partners are members –brings together civil society organisations working to hold African governments responsible, increase public awareness of AU standards and instruments, and empower citizens to directly hold their national governments to account.

In the Dutch context, Oxfam Novib, as member of the IMPACT alliance, has directly lobbied the Ministry of Foreign Affairs, the Dutch mission to the UN in New York, and members of parliament towards a political commitment for the promotion of women's rights and gender equality in development cooperation and foreign policy. This work has led to an increase in the Dutch financial contribution for 2012 to UN Women's core funding, bringing the total to 6 million euros, as well as an increase in the Dutch budget for UN Women in 2013. Oxfam Novib also supported and participated in the Dutch gender platform Wo=Men, specifically in the lobby group to produce concrete text proposals and amendments for the parties' election programs. We also contributed to a multi-party platform for gender of the committee for foreign and development policy (Gender Multi-party Initiative), an initiative led by the spokespersons on development cooperation from opposition and coalition parties represented in the Dutch parliament.

This particular outcome indicator is quite specific as it refers to policy changes that ensure the proper functioning of the UN Women's agency. UN Women was established in 2010 and since then, the IMPACT alliance and in particular Oxfam Novib has continuously advocated – together with partners – for national government (including the Dutch government) and international entities to support its work. Oxfam Novib will continue working with partners to make UN Women a useful resource and support mechanism for lobby and advocacy work of women's rights and civil society organisations at national level. By linking local advocacy programmes to global initiatives, the IMPACT alliance is ensuring that governments are accountable for the implementation of international women's rights frameworks, especially on the elimination of violence against women, not only to national constituencies but also to the international community.

## 3 Organisation

This chapter summarises the IMPACT alliance's results from 2012. The figures presented are consolidated figures for all IMPACT alliance members: Oxfam Novib (*penvoerder*), 1% Club, Butterfly Works, SOMO and HIRDA. Fairfood International is, as yet, not a full member but has observer status. The financial figures of Fairfood have not been consolidated in this report.

### 3.1 Own Contribution

The contribution of income sources, other than MFS2, for the IMPACT alliance for 2012 was 50.2%.

### 3.2 DG Norm (on salaries)

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

### 3.3 Efficiency

#### 3.3.1 Pilots

Progress has been made in 2012 on adapting cost effectiveness in the standard evaluation questions and in the opportunity and risk appraisal for partner organisations (internally this risk appraisal is referred to as Toolbox, and the financial part as RAMON [Risk Assessment Methodology Oxfam Novib]).

As a result of a gap analysis looking at our ways of working from a cost efficiency perspective, it has been concluded that it is worthwhile to invest more in support to country offices on cost-effectiveness considerations, improving their level and usage of quantitative, qualitative and financial information in important decision-making moments.

The analysis led to a decision to adopt the 4E model

Criterion	Definition
Economy	Getting the best value for money
Efficiency	Maximising the outputs for a given level of input
Effectiveness	Ensuring that the outputs deliver the desired outcome
Equity	Ensuring that the benefits are distributed fairly

The 4E approach allows the complex issue of cost-effectiveness to be unpacked into different criteria, which can be more easily related to specific segments of our work, without losing the connection with the central concern. On a more strategic level, as the 4E model has been employed also by other affiliates of the Oxfam Confederation, this represents an opportunity to move towards better integration and common standards. An example of how we deal with "economy" is the benchmark on overheads in which we participate every two years, including in 2012, performed by Berenschot. Examples of "efficiency" are investigations into the improvement of our procurement processes and the functioning of the policy cycle. Both are done on a pro bono basis by KPMG.

To further increase the impact of our work, Oxfam Novib has also adopted a programmatic approach, strengthening linkages between interventions on local poverty alleviation, civil society strengthening and lobby and advocacy, and efforts of partners and Oxfam Novib. At the same time, Oxfam Novib is decentralising its operations and hiring new staff in country offices. To safeguard the quality of the programmes and to take full advantage of the opportunities of decentralisation, Oxfam Novib has designed a programme quality review that looks at how programme staff implements policies in often difficult local contexts and how to strengthen programme quality in a decentralised organisation. In 2012 this review was tested in four countries (Somalia, Palestinian Territories, Pakistan and Niger). Based on this, recommendations have been formulated to deepen the programmatic approach and better articulate the efforts of Oxfam Novib in the different bureaux and country offices.

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

For 2012 the costs of management and administration were 2.3%. Due to the increased level of approvals (the basis for the annual accounts prescribed in 'de richtlijnen voor de jaarverslaglegging 650') this percentage has decreased compared to 2011. In 2011 the percentage was 2.9%.

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

For 2012 91.8% of total expenditure was spent on the objective of structural poverty reduction.

### 3.3.4 Costs of Fundraising (*Wervingskosten eigen fondswerving*)

The percentage of costs of fundraising related to income was 19.7% in 2012. In general this is more than sufficient to stay in line with the CBF standard of not exceeding the 25% over a three-year average.

### 3.3.5 % operational costs (*uitvoeringskosten*)

For the full subsidy period a target for operational costs has been set at an average of 12%. For 2012 this figure is 12.4%. The figure in 2011 was 13.7%. In 2011 there were two causes for this relatively high level: change costs incurred in the process of decentralisation of Oxfam Novib operations and the relatively low level of approvals. Because decentralisation costs will decline over the whole subsidy period and the level of approvals will rise, the expectation is that the target of 12% as an average over the whole period is realistic. The 2012 figure reflects this tendency, described in the annual report of 2011, giving us full confidence the target of 12% average over the five year period will be reached.

## 3.4 Quality system

### 3.4.1 Measures external audits

The Oxfam Novib quality management system has been recertified in 2012 for a period of three years according to the international ISO 9001:2008 standard. The scope of this certificate includes all processes both at head office and country offices. For the external ISO audit four country offices (Maghreb, Senegal, Burundi and OPTI) and head office (The Hague) have been visited by the external certification body SGS. The main element in this audit was whether procedures have been implemented well in all offices. Recommendations and minor non-conformities arising from this audit are being followed up by the Quality & Control Department. In all countries where new decentralised offices have started in 2012, internal audits – both operational and financial – have been performed, and based on these audits final decisions have been taken by the board of directors on whether or not to decentralise operations fully to the countries involved.<sup>6</sup> Coordination of the audits and the follow-up on the findings is done by the Quality & Control Department.

### 3.4.2 Progress compliance, *O toets*

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

Supplementary audits, under the coordination of the Quality & Control Department of Oxfam Novib, are being conducted to verify compliance with the “drempel” and “O toets” criteria. The necessity of conducting these audits is judged using the progress on the scores in the Balanced Score Cards. Identified issues are part of the monitoring in the Balanced Score Cards.

SOMO and Fairfood International are also certified against the ISO9001:2008 standard.

### 3.4.3 Sanction policy

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

## 3.5 Spent in partner countries (*Besteding partnerlanden*)

In 2011 61% of MFS-expenditure on country level was spent in the defined partner countries. Strategic choices led to this percentage. For 2012 this figure equal to that in 2011 being 61%. This consequent 61% is in line with the minimum of 60% that should be reached at the end of 2015.

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<sup>6</sup> Countries that have decentralised in 2012 are: Niger, Burundi, South Sudan, PAF, Maghreb programme decentralised to Tunisia, Nigeria, Senegal, Uganda (Rwanda, decentralised to Uganda), Afghanistan, Bangladesh, Mozambique.

## 3.6 Partner policy

### 3.6.1 Innovation project capacity development of partner organisations

Based on the results of the “5C”-baseline and internal policy discussions, Oxfam Novib's role in capacity development has been reformulated as follows.

For all partners, Oxfam Novib's support for capacity development starts with a joint assessment of organisational capacity based on the 5C model. A critical dialogue then takes place between Oxfam Novib staff and partners based on the outcomes of the 5C assessment, focused on the priorities for capacity development determined jointly. Funding for capacity development is incorporated in the contract between Oxfam Novib and the partner organisation, together with project funding. Where relevant to the agreed priorities, partners are invited to participate in trajectories with other partners. Oxfam Novib country offices, with assistance from capacity building staff at The Hague office, can provide direct support on contract management, financial sustainability and humanitarian capacity building.

Oxfam Novib has been a member of the Partos initiative group for establishing a learning platform on capacity development. Partos is currently seeking the support of its members for establishing a coordinator function. Working groups have been established for sharing and developing knowledge in the strategic areas of:

- Innovation and effectiveness in planning, monitoring and evaluation
- Multi-actor approaches
- Social business/social entrepreneurship
- Fragile states/peace building

### 3.6.2 Sustainability and independence of partner organisations

With regard to financial sustainability the focus of Oxfam Novib's capacity development work is on:

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

Material for supporting partners on these issues is being developed and piloted in 2012/2013. Training modules have been developed on financial sustainability, including reference documents and exercises, which can be used by country office staff. The material has been tested in South Sudan. This work is ongoing and will be finalised in March 2013, after which two permanent positions will be created for supporting the capacity development work of the country offices. In South Sudan a workshop with partner IPCS led to a first draft of an M&E plan to map changes with stakeholders with an EC project: are the indicators specific enough and measurable; what methodology can be applied to generate information; when is information gathered, etc.

### 3.6.3 Humanitarian capacity of partner organisations

Staff of various humanitarian capacity building projects in seven countries have met in Nairobi with humanitarian advisors and members of the recently-established Rapid Deployment Team to discuss the current approach, tools and experiences and advise on the future approach. An approach paper is currently being written for country staff, with references to preferred tools for humanitarian capacity assessment and capacity development activities.

With regard to humanitarian capacity building, the areas of attention are:

- 1 Quality standards and humanitarian principles (code of conduct, SPHERE), including the quality of working with beneficiaries and linking short term humanitarian interventions to longer term development projects.
- 2 Emergency preparedness: availability of an operational manual and capability to implement it, including the capacity to assess needs and scale up quickly when needed.
- 3 Humanitarian advocacy.
- 4 Emergency food security / vulnerable livelihoods.
- 5 Water, sanitation and health.
- 6 Disaster risk reduction.
- 7 Gender.
- 8 Conflict sensitivity.
- 9 Logistics.

### 3.7 Harmonisation and complementarity<sup>7</sup>

Oxfam Novib is part of the international Oxfam confederation of seventeen independent organisations which work together in 94 countries to fight poverty and injustice. As of the end of 2012, the members of the Oxfam confederation were: Oxfam America, Oxfam Australia, Oxfam Canada, Oxfam Germany, Oxfam France, Oxfam Great Britain, Oxfam Hong Kong, Oxfam India, Oxfam Italy, Oxfam Japan, Oxfam Ireland, Oxfam Mexico, Oxfam Novib, Oxfam Quebec, Oxfam-in-Belgium, Oxfam New Zealand, and Intermon Oxfam (Spain).

In 2012 the Oxfam confederation did more joint fundraising and joint implementation of projects and programmes. This led to Oxfam Novib receiving more income from other Oxfams. In 2012 Oxfam Novib received an income of 10.65 million euros from other Oxfams. All Oxfam members are independent organisations, although they are increasingly working together to implement a joint and integrated programme.

Oxfam Novib was awarded a grant of approximately 4.5 million euro under the Reconstruction Tender 2012-2015, issued by the Netherlands Ministry of Foreign Affairs. The programme focusses on developing enabling conditions for human security for vulnerable pastoralist and agro-pastoralist communities in border areas of Ethiopia and Somaliland. It is implemented together with Oxfam GB, and also together with the following organisations: HIRDA (the Netherlands), Candlelight (Somaliland), The Horn of Africa Voluntary Youth Committee (United Arab Emirates), Somaliland Pastoral Forum (Somaliland) and Pastoralist Forum Ethiopia (Ethiopia). The programme started in July 2012 and will continue until July 2016.

The programme My Right My Voice is jointly implemented with other affiliates Oxfam GB and Oxfam Quebec and is funded by the Swedish International Development Cooperation Agency (SIDA) with a total contribution of Euro 8,864,740 for three years, starting in 2012. The programme focusses on engaging marginalised children and youth in realising their rights to health and education services. It is implemented in eight countries: Mali, Niger, Tanzania, Georgia, Afghanistan, Pakistan, Nepal and Vietnam. In Afghanistan and Mali Oxfam GB and Oxfam Novib jointly implement the programme. In Niger the programme is implemented by Oxfam GB and Oxfam Quebec.

Other examples of joint Oxfam programming at country level are given in the text below.

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<sup>7</sup> This note is repeated under each country in order to distribute to the respective RNE's: Within Oxfam there is a Single Management Structure (SMS) with each country having one "managing affiliate" and up to three "implementing affiliates". The managing affiliate has overall responsibility for delivering all of Oxfam's work in the country and is accountable to the regional Programme Governance Group. Implementing affiliates are other Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (led by the country director) consists of representatives from managing and implementing affiliates. The 'go live' date is the start of the cooperation within this structure. As well as being part of this SMS process, Oxfam Novib is also in the process of decentralising its work. Countries that have decentralised in 2012 are: Niger, Burundi, South Sudan, PAF, Maghreb programme (to Tunisia), Nigeria, Senegal, Uganda (Rwanda to Uganda), Afghanistan, Bangladesh, Mozambique.

## AFGHANISTAN<sup>8</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib planned to be managing affiliate in Afghanistan. During the course of 2012, further collaboration took place within the Oxfam Country Leadership Team to work towards a Single Management Structure. Oxfam Australia, Oxfam America Oxfam Germany and Oxfam Canada are co-financing several OI programmes, but have no offices in the country. The humanitarian country Contingency Plan (CP) was revised jointly in July 2012 and partner capacity building activities are being carried out for both Oxfam GB and Oxfam Novib partners.

Oxfam Novib has played the lead humanitarian role during the drought crisis, with a jointly-formulated strategy. Together with OGB Oxfam Novib implements in Afghanistan the SIDA funded programme My Right, My Voice, engaging marginalised children and youth in realising their rights to health and education services.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib and Cordaid have continued coordination in several ad hoc events and as active members of the steering committee of the European Network for NGOs working in Afghanistan (ENNA). Until summer 2012 Oxfam Novib contributed to the network's action agenda. Together with the Swedish Committee for Afghanistan (SCA), Oxfam Novib is co-financing an EU donor programme on advocacy in different EU member states on Afghanistan. The network programme is led by the Swedish Committee for Afghanistan.

### Consultation with Dutch bilateral assistance and that of other donors

Consultation with Dutch bilateral assistance took place on a regular basis through liaison with the Royal Netherlands Embassy (RNE) in Kabul and active participation in all platform discussions organised by the Ministry of Foreign Affairs. Some Oxfam Novib partners have been contracted by the RNE for support in the implementation of bilateral development initiatives in Kunduz (CPAU, ACSFo). The RNE contracted Oxfam Great Britain in liaison with Oxfam Novib to carry out a programme focusing on women, peace and security (UN resolution 1325) and access to justice for women (FLOW programme). The RNE / Ministry of Foreign Affairs approved two programmes in which Oxfam Novib is a so-called 'penvoerder': The Citizens First programme (with a focus on reconciliation) and the Bayan pilot project on UN resolution 1325. Since 2011, Oxfam Novib has been implementing a three-year project on women's economic empowerment funded by DfID. ECHO financed a drought response project for drought-affected communities in Saripul (via partner CoAR), and Canadian CIDA approved drought response projects for Badakshan and Faryab (OGB and CHA respectively) via Oxfam Canada. In close collaboration with Oxfam GB, a joint proposal on Voice for Afghanistan's Future (SIDA) and implementation was started by ON partner ACSFo.

### Relevance in relation to government policy

- **Income and food security:** The last large integrated rural development programme carried out by ADA came to an end. This programme was complementary to the multi-donor funded Afghan National Development Strategy (ANDS). Currently the most important livelihood programme is the DFID co-financed programme of partner Zardozi, Markets for artisans, which involves women from sub-urban areas who are active in embroidery and tailoring.
- **The right to essential services:** To promote innovative education methods favourable for girls, Oxfam Novib (with support of Oxfam Hong Kong and IMPACT alliance partner Butterfly Works) has been implementing a distant education approach to upgrade curricula and skills of teachers in secondary education, making use of interactive multimedia methods. The 'My Right, My Voice' programme implemented together with OGB is also focusing on the rights of youth to education, basic health services and sexual and reproductive health rights. Oxfam Novib partners continue to be involved in an education campaign called 'yes she can', emphasising in particular girls and disadvantaged groups, to good quality education. Oxfam Novib also supports Education Watch.
- **Right to life and security:** Within the Rights in Crisis campaign, Oxfam (Novib) spearheaded advocacy around the drought and subsequent food crisis and, working in coalition with other agencies, published a series of lobby notes, statements and press releases, leading to major donors such as the US, EC and Australia releasing additional funds. Special attention to the role of women in conflict countries was given by financing and advocating around a group of girl boxers under the slogan 'fighting for peace'.
- **Governance and democracy:** Promotion of active citizenship is the aim of the ACSFo project on local governance improvement in Samangan and Ghor, through the strengthening of provincial CSO networks and their active involvement in interactions with local government service deliverers and budget-tracking.

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<sup>8</sup> Within Oxfam there is a Single Management Structure (SMS) with each country having one "managing affiliate" and up to three "implementing affiliates". The managing affiliate has overall responsibility for delivering all of Oxfam's work in the country and is accountable to the regional Programme Governance Group. Implementing affiliates are other Oxfam affiliates in the country who work under the leadership of the managing affiliate to deliver the country objectives. The country leadership team (led by the country director) consists of representatives from managing and implementing affiliates. The 'go live' date is the start of the cooperation within this structure. As well as being part of this SMS process, Oxfam Novib is also in the process of decentralising its work. Countries that have decentralised in 2012 are: Niger, Burundi, South Sudan, PAF, Maghreb programme (to Tunisia), Nigeria, Senegal, Uganda (Rwanda to Uganda), Afghanistan, Bangladesh, Mozambique.

## BANGLADESH<sup>9</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam GB, Oxfam Hong Kong and Oxfam Novib are active in Bangladesh. Oxfam Australia channels its funds through Oxfam GB towards implementing its programme, as they are not physically present in the country. All affiliates operate from the same premises. Oxfam Novib's country office Bangladesh was initiated in May 2012. As ONL is not registered in Bangladesh, staff recruitment and other administrative tasks are done by OGB as agreed in a MoU between OGB and ONL. The Joint Country Analysis and Strategy (JCAS) was finalised in 2012. An agreement was established on the partner portfolio. An Oxfam joint funding strategy is being formulated and is due to be finalised by February 2013. Go-live for SMS took place in January 2013.

#### Dutch civil society organisations and other international NGOs

Coordination between Dutch civil society organisations working in Bangladesh has continued through the BOOM platform (Bangladesh Overleg Ontwikkelingssamenwerking and Mensenrechten), consisting of Cordaid (lead), Wemos, Simavi, Woord en Daad, Rutger Nisso Group, ON, Plan and the Health Alliance. The country office will work closely with BOOM in 2013.

### Consultation with Dutch bilateral assistance and with other donors

The Funding Strategy of Oxfam Novib has been shared with the Funding Coordinator of the Managing Affiliate (Oxfam GB) in Bangladesh and fed into a joint all-affiliate Country Funding Strategy of Oxfam in Bangladesh. Donor mapping was done and five donor meetings have been organised to explore funding opportunities with CIDA, Japanese Embassy, UNICEF, EU and Royal Netherlands Embassy (RNE).

The country office has a good relationship with the RNE and in November 2012 ON's Executive Director Farah Karimi, together with a member of the Supervisory Council, met the Ambassador and his team. This opened up avenues for exploring in-country funding opportunities with the Dutch embassy in Bangladesh.

A proposal on the Tax Justice (CRAFT) project has been submitted through SUPRO to the United Nations Democracy Fund (UNDEF). The response is expected by June 2013. A concept note has been prepared to be submitted to Philips (through GUK) for the European promotion campaign on LED and solar lighting, called LET YOUR LIGHT SHINE! It is expected that in 2013, Philips will launch a similar promotion with probably the same or even higher financial support for Oxfam Novib's educational programming in Bangladesh.

### Relevance in relation to government policy

- Oxfam Novib has been working on three programme pillars (and linkages between those pillars): Gender Justice, Quality of Education and Sustainable Livelihoods. The major sectors of priority for Bangladesh's government in economic development are agriculture and rural development, human resources development, industry and trade. The approach of ONL fits very well with the priorities of the government.
- **Right to basic social services:** Oxfams and partners continue to work on a partner-led, local campaign called Amar Odhikar Campaign (AOC, My Rights Campaign) on the right to essential services. Phasell has been designed for four years, from 2011/12 to 2014/15, with the overall objective that the quality of primary teaching has improved significantly by mid-2015. Specific objectives defined for mid-2014 are that AOC has developed proper accountability mechanisms on the quality of primary teaching and that these are validated and effectively operationalised at national level and in 21 districts. Another project that has been developed is called "Promoting pro-poor reforms and public services for all". The proposed project is designed to address the thematic issues of participatory budget and governance accountability, a campaign for education and health for all, linking the local campaign to global civil society movements on aid, trade and climate justice, and the strengthening of the institutional capacity of SUPRO.
- **Right to an identity:** After Bangladesh adopted the Domestic Violence (Protection and Prevention) Act 2010, partners such as the We Can Alliance, STEPS and ASK put more attention and efforts towards operationalising and monitoring the implementation of the act.

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## CAMBODIA<sup>10</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib is managing affiliate in Cambodia. This is part of Oxfam's global Single Management Structure (SMS) approach to increase impact and cost efficiency. In 2012 Oxfam completed a Cambodia Joint Country Analysis and Strategy (JCAS) in close consultation with leading Cambodian NGOs and partners of all Oxfam affiliates. As of 2013 there are six Oxfam implementing affiliates in Cambodia: Oxfam Novib, Oxfam GB, Oxfam America, Oxfam Solidarité, Oxfam Québec and Oxfam Italy. As of 2013, Oxfam Australia became contributing affiliate. With the departure of Oxfam Hong Kong and Québec and Italy by 2014, the number of implementing affiliates in Cambodia will be reduced to four. All Oxfam affiliates share one office.

#### Dutch civil society organisations and other international NGOs

Coordination took place with ICCO as the only other Dutch co-financing organisation working in Cambodia. ICCO is redesigning its approach and partnerships as a result of its focus on social entrepreneurship only. Coordination extends to identification of new potential partners – for example, Oxfam Novib started to consider a partnership with 3SPN only after ICCO decided to phase out by end 2012. There are two exceptions made by ICCO and Oxfam Novib. One is the NGO Forum, the largest issue-based network of NGOs in Cambodia. Both ICCO and Oxfam Novib partners are participating in this forum and are supported by them. Also, both ICCO and Oxfam Novib provide support to human rights organisation CLEC. However, for ICCO this is a special multi-year commitment following the merger with Kerk-in-Actie. No MFS funds are involved.

Healthnet/TPO consulted Oxfam Novib on an extensive research project on effective strategies to reduce violence in Cambodia, including the involvement of Oxfam Novib partner GADC. TPO Cambodia is also working with ADHOC to provide psychological support to civil parties testifying in the Khmer Rouge Tribunal. IMPACT alliance partner Butterfly Works is involved in the use of IT in democratisation and election monitoring by Oxfam Novib partner COMFREL.

### Consultation with Dutch bilateral assistance and with other donors

The Netherlands does not have a bilateral programme in Cambodia nor a Royal Embassy. Some consultation took place with donors as part of the Oxfam Cambodia Funding Strategy, due for completion by March 2013.

### Relevance in relation to government policy

- **Right to a sustainable livelihood.** Oxfam Novib partners Mlup Baitong and DPA assist communities to comply with the criteria to register and manage community forest areas.
- **Right to life and security.** As part of the Oxfam Joint Humanitarian Programme (OIJHP), Oxfam Novib directly supports the Cambodian government, notably the National Commission for Disaster Management (NCDM), to fulfil its mandate to coordinate emergency response and to improve its efforts on disaster preparedness. In 2012, OIJHP assisted NCDM to develop a national Contingency Plan. It is also member of the National Forum on Disaster Risk Reduction, and assisted selected Provincial Committee for Disaster Management to develop contingency plans at provincial level.
- **Right to social and political participation.** Unlike the politically sensitive topic of land rights, ADHOC cooperates well with the local and national government on the reduction of gender-based violence and the negative impact of migration. The Cambodian Ministry of Foreign Affairs followed up cases of lost or abused Cambodian migrant workers in Malaysia (mostly female domestic workers) identified by ADHOC.
- **Right to gender and diversity.** Women's organisations supported by Oxfam Novib closely work with the Ministry of Women Affairs, in particular to achieve the Cambodian Millennium Development Goals (CMDG) on the political participation of women. At local level, Oxfam Novib partner GADC closely works with the police and the commune council to reduce gender-based violence in five selected provinces, changing the behaviour of men and women.

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## DRC<sup>11</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib is an implementing affiliate in DRC, along with Oxfam Solidarité Belgium and Oxfam Quebec. Oxfam GB is the managing affiliate. The Joint Country Analysis and Strategy (JCAS) was approved and the Single Management Structure went live in April 2012. The Oxfam affiliates will share offices and related costs. The Oxfam International campaign 'We Can end all violence against women' was started in 2011, continued in 2012 and is planned to continue in 2013. In August, OI developed the Great lakes humanitarian response, a plan to respond to the increase of IDPs in DRC. This has been declared a Cat II response, given the regional character.

#### Dutch civil society organisations and other international NGOs

Cooperation between Dutch development aid agencies in DRC (ICCO, Cordaid, Oxfam Novib, Warchild, ZOA) is progressing and two-monthly meetings are held. At provincial level Dutch NGOs participated in monthly Chefs de Mission meetings to discuss issues of common interest (security, agreements with governments, government regulations and programmes). In 2012 the Agri-ProFocus network established a hub in eastern DR Congo, with ICCO as lead and co-financed by Oxfam Novib. The Victims of Sexual Violence Programme that Oxfam Novib implements in Kirotsche, together with the provincial Ministry of Health and the Belgian NGO Cemubac, is using the performance-based finance model developed by Cordaid to determine costs and inputs by the various partners. Due to the crisis and insecurity in and around Goma, access to the district of Kirotsche is difficult.

### Consultation with Dutch bilateral assistance and with other donors

There is regular consultation between Dutch NGOs and diplomatic staff in Kinshasa. The new bilateral policy of the Dutch government in DRC has been finalised. With financial support from ECHO and DGIS, Oxfam Novib worked on a humanitarian capacity-building programme with ten local NGOs in Kivu Sud and Kivu Nord. In December, a letter of intent was accepted by ECHO for a common project of Oxfam Novib and Oxfam Solidarité on ESFL. Oxfam Novib is mainly responsible for technical support of local partners in this programme. Oxfam Novib has secured funding from the European Commission for a victims of sexual violence programme in Kivu Nord province until June 2013. In September we received the revised and final contract with DGIS for the regional Great Lakes peace building and conflict transformation programme "Beyond Borders".

### Relevance in relation to government policy

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

- **Right to a sustainable livelihood:** The intention to revitalise agricultural value chains resulted in support to Ugeafi (coffee) and APDIK (dairy) and a pilot project with GAMF, an umbrella organisation of MFIs in South Kivu province. UPDI (corn), CACUDEKI (palm oil), ADMR (groundnuts) and VECO (corn, rice, chicken and potatoes) are also partners who contribute to this programme.
- **Right to life and security:** The first major pillar in the DRC PGRSP is promoting good governance and consolidating peace through institution building. The work of the IMPACT alliance and its partners is restricted to mediation and reconciliation at community level, though some partners address governance issues and human rights. The OI Rights in Crisis programme has been extended for another two years with a focus on Africa, women, peace and security.
- **Right to social and political participation:** The emphasis is on strengthening powers of civil society to hold government accountable for its responsibility in the delivery of essential social services, peace and security. This is also in line with the first major pillar of the DRC PGRSP. This programme has been of particular importance during the latest crisis in the region. HRW, OGP, POLE Inst and the Rights in Crisis campaign (implemented by OGB) are some of Oxfam Novib's strongest partners.
- **Right to an identity:** The PGRSP explicitly mentions the importance of combating HIV/AIDS and supporting dynamism at community level. The OI Rights in Crisis and We Can campaigns contribute to strengthen female leadership and address the issue of gender-based violence.

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## MALI<sup>12</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib is implementing affiliate in Mali together with Oxfam America and Oxfam Solidarité. Oxfam Great Britain is the managing affiliate and humanitarian lead. A Joint Country Analysis and Strategy (JCAS) has been developed. SMS went live in January 2013. The four Oxfam affiliates are sharing the same new office building in Bamako. Oxfam Novib is leading on the right to basic social services. Mali is a focus country for Oxfam's West Africa campaign Education for All. Together with OGB Oxfam Novib implements in Mali the SIDA funded programme My Right, My Voice, engaging marginalised children and youth in realising their rights to health and education services. Although Mali is not a GROW Campaign focus country, Oxfam Novib and partner Wildaf are looking at how land grabbing can feed into the campaign at regional and national levels.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib and ICCO have made a joint agreement to promote cooperation and complementarity. ICCO mainly focuses on local activities; Oxfam Novib is more active in influencing policy and campaigns at national level, together with local partners. In addition, ten other Dutch organisations are active in Mali, including Agriterra, Kinderpostzegels Foundation, Aqua for All and IUCN. An exchange framework has been set up between these organisations. In 2012, the exchange framework meeting took place in a context of institutional and security crisis. It discussed the causes of the crises, the actors and the roles that Dutch organisations in Mali could play.

### Consultation with Dutch bilateral assistance and with other donors

Since 2002, the Royal Netherlands Embassy (RNE) and Dutch NGOs have worked together on an agreed work plan to improve their quality and efficiency in education, health, citizenship and good governance. Agreements include the exchange of information, joint field visits with partners, an annual meeting of the RNE and the Dutch NGOs, and an annual workshop on a topic of national interest. An agreement with SNV, the RNE and ICCO exists to facilitate the participation of civil society in the implementation, monitoring and evaluation of the National Strategy for Growth and Poverty Reduction (2007-2011). Oxfam Novib supported the National Council of Civil Society in the implementation, monitoring and evaluation of the second generation of PRSP 2007-2011 and also the drafting of the third generation. For the last two years the RNE has been the focal point of the technical and financial partners on education in Mali. The RNE and Oxfam Novib have also developed relationships with:

- European Commission, funding programme partners and mutual capacity building for civil society actors;
- The Danish Embassy, a co-financing programme to promote human rights with Oxfam Novib partner Deme So;
- The IIDH, co-financing a programme to promote human rights with Oxfam Novib partner Deme So;
- The SIDA, funding programme My Right, My Voice
- Comic Relief, funding an education programme Each Child Needs a Good Teacher.
- DGIS: funding of the humanitarian response to the food crisis, implemented by Stop Sahel, managed by OGB.

### Relevance in relation to government policy

In 2012, there was an institutional and socio-political upheaval in Mali, with a coup and occupation of the northern regions by armed Islamist groups. This has impacted on programmes and created new challenges.

- **Right to a sustainable livelihood:** In agriculture, the government focuses on humanitarian response for displaced people from regions in the north and some in the south that have been affected by climate change, improving food security and strengthening access to markets and finance. Oxfam Novib's contribution is to strengthen the position of small producers by supporting their access to means of production and markets and their organisational capacities. In 2012, Stop Sahel worked on food insecurity in Kayes.
- **Right to basic social services:** Oxfam Novib partner PRODEC aims at improving access to basic social services and the fight against HIV/AIDS. Emphasis is placed on primary education, especially for girls. Oxfam Novib contributes by promoting the goal of equitable access for girls and boys to quality education.
- **Right to social and political participation:** Since 1992, the Government of Mali has opted for decentralisation as a strategy to increase the conscious participation of citizens in development processes. Oxfam Novib supports initiatives in the framework of its partners for citizen participation in public resource management, promotion of human rights, and political and economic participation of women in decision making. Oxfam Novib is currently carrying out work in governance which fits with the state's priorities in access to information (budget tracking, transparency and accountability of extractive industries' resource management), access to justice, citizens' dialogue and space for civil society, tax justice, promoting human rights, CSOs and citizens' participation in the political transition and national consultation processes.

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## MOZAMBIQUE<sup>13</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib is managing affiliate in Mozambique, and led the development of a Joint Country Analysis and Strategy (JCAS) by the Oxfam affiliates (Oxfam Intermon, Oxfam Belgium, Oxfam Canada and Oxfam Novib) in Mozambique. Together with other policies, strategies and roadmaps, these were approved. SMS went live on December 1, 2012, and programme leads are preparing the inter-Oxfam programme teams. The delayed campaign plan for the Oxfam GROW campaign is now ready for implementation. The Food Company Campaign is to be launched in Mozambique in March 2013.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib is part of Agri-ProFocus, a partnership of Dutch organisations to promote farmer entrepreneurship. Meetings have been held with a specific focus on access to financial services, which is relevant for programmes on value chain development and access to markets. No collaborative relationships exist with the IMPACT alliance members in Mozambique. The AGIR programme's main focus is on aid effectiveness, governance and accountability. Together with three other international intermediary organisations, a total of at least 43 Mozambican organisations made progress in mutual accountability. The Oxfam Novib AGIR team continued dialogues with a growing number of other donors (>10) and partner organisations on reducing transaction costs, increasing ownership of partners, and increasing mutual transparency and accountability. The AGIR intermediaries also initiated a joint gender mainstreaming trajectory: action for changes in gender relations, from theory to practice. Based on a joint diagnostic exercise, 35 partner organisations joined the reflection workshop.

#### Consultation with Dutch bilateral assistance and with other donors

Key agreements were made with the Royal Netherlands Embassy (RNE) on support to joint partners to enhance complementary support to civil society and reduce transaction costs. The RNE and Oxfam Novib defined funding roles in relation to programmes on the female condom, value chain development, gender-based violence and governance. Oxfam Novib also continued existing relationships with the EC and SIDA, while new relationships are built with other donors such as Japan and Australian Aid.

#### Relevance in relation to government policy

- **Right to a sustainable livelihood:** Oxfam Novib continued working on sustainable rural livelihoods. Access to finances, adequate technologies and markets – if possible per value chain – is seen as essential in the PARPA (the Mozambican PRSP) as well as the government agriculture development plan. Oxfam Novib supported an increased number of small-scale producers accessing local rural finances and being actively involved in rural associations and movements. Fast growing expansion in extractive industries, biofuel and large scale farming by mainly international companies has heightened pressure over land, leading to increased land grabbing and unlawful occupation. Problems with the reallocation of population in Tête and Niassa got broad media attention and surveys and multi-stakeholder meetings were organised by partners, INGOs and media.
- **Right to life and security:** As Mozambique is an emergency-prone country, climate change is foreseen to impact negatively on people's health and opportunities. The government institution for disaster management and response (INGC), with the support of the UN multi-cluster system, coordinates the response activities of partners at national and local level. Oxfam Novib supported Intermon Oxfam to maintain the contingency stock and the government in its capacity for rapid assessment and support. DRR (Disaster Risk Reduction) and resilience have become more important in the government strategy. The Oxfams started a capacity-building programme with selected Mozambican partners, INGC and the Mozambican Red Cross.
- **Right to social and political participation:** On paper the Mozambican government supports political participation of CSOs in policy development and implementation. However, in practice many other factors influence decision making. Oxfam Novib responded to the space created by the government for CSO participation by increasing the number of partners working in this area and diversifying interventions on governance and accountability.
- **Right to an identity:** Mozambican government policies favour participation of women in politics, protection from discrimination and women's rights. There is a national gender policy and a law on domestic violence against women. Oxfam Novib support partners to lobby and advocate for women's rights and provide services to victims. A national network for SRHR was set up, linked to a regional network, increasing outreach of information and support services in the provinces and strengthening advocacy and lobbying.

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## NIGER<sup>14</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib is the managing affiliate in Niger; Oxfam GB and Oxfam Quebec are the two implementing affiliates. Oxfam Novib is leading and coordinating the interventions of Oxfam in the humanitarian sector as well as good governance and civic participation. In all the programmes implemented by Oxfam, civil society organisations are supported to build their operational capacity and capacity to influence (lobbying and advocacy abilities). Oxfam is associated with many initiatives and also participates in many consultation groups of national civil organisations. Oxfam GB and Oxfam Quebec jointly implement the SIDA funded Oxfam programme My Right My Voice engaging marginalised children and youth in realising their rights to health and education services.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib remains the largest co financing agency in Niger. Agri-ProFocus has made a major step forward with a joint programme around value chain research and programmes at local level. Close collaboration has been established with SNV and Agriterro as well as Wageningen University. Together with Care International and five Nigerien partners, Oxfam Novib implemented a nation-wide capacity-building programme on Local Early Warning System (LEWS), an important tool for local communities to monitor the local food security situation and improve their response tools and capacities. It also participated in the setting up of an International Consortium on Humanitarian Capacity Building, which is led by CARE International. Oxfam Novib is one of the main actors in the GDCl, a group of international NGOs operating in Niger, discussing especially security and humanitarian issues.

### Consultation with Dutch bilateral assistance and with other donors

The Netherlands has no formal representation in Niger, but is covered by the RNE in Burkina Faso. Oxfam received direct financial support in 2012 from the European Union, the Humanitarian Office of the EC (ECHO), the US humanitarian assistance (OFDA), the Spanish government (AECID), the British government (DFID), The Australian government (AusAid), the New Zealand government, the Danish government (Danida) and the Cooperation Suisse. As humanitarian coordinator of the Oxfams in Niger, Oxfam Novib is also in direct coordination on food, floods and refugee crises with various UN agencies, donors and governmental bodies.

### Relevance in relation to government policy

- **Right to a sustainable livelihood:** Oxfam continued its supports to farmers' and pastoralists' organisations based on the national rural development strategy (SDR). It supports a federation to influence politics on movement and security of pastoralists, and through Agri-ProFocus showcases best practices to influence agricultural politics. A consortium of human right organisations and farmers' and pastoralists' federations managed, with the support of Oxfam, to integrate the right to food in the new constitution. The recent launch of the 3N initiative ("Nigeriens feed Nigeriens") aims at bridging response to emergencies and long-term resilience building in terms of institutions as well as programmes.
- **Right to basic social services:** An Oxfam programme and campaign on education has been developed based on the pillars of access, quality and governance. Oxfam follows the national education policy (PDDE) to influence the priorities of the system and track budgets, and advocates for the scaling up of innovative Oxfam programmes in the national education policy.
- **Right to life and security:** Oxfam plays a coordination role in Niger for the international NGOs in the UN-led Humanitarian Country Team and the Comité Restreint de Coordination of the National Coordination "Dispositif" led by the Niger government. Oxfam is one of only three international NGOs in this committee, which gives us great advantage concerning knowing and influencing national policies. Oxfam and several partners engaged in recovery response. Several workshops with partners discussed lessons learnt from the current and previous crises and Oxfam updated the humanitarian strategy for 2012. Oxfam collaborates in the Emergency Capacity Building consortium of international NGOs to improve coordination in humanitarian preparedness and response. It has also been a key player in the Cash Active Learning Partnership initiative, a programme aimed at improving coordination of cash-based interventions.
- **Right to social and political participation:** Oxfam Novib supported a cross-sector budget tracking programme with its partner Alternative – Espaces Citoyens and with ROTAB, a federation on "publish what you pay", to support citizens to track budgets and teach them about their rights in relation to extractive industries. At national level the partner AEC is tracking various state budgets.

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## OPTI<sup>15</sup>

### Consultation with civic organisations

#### Oxfam

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

#### Dutch civil society organisations and other international NGOs

Oxfam Novib's work complements the aim of the Dutch government to achieve a democratic Palestinian state alongside Israel as part of a two-state solution. In 2012, meetings between the Dutch NGOs present in OPTI and the Netherlands Representative Office (NRO) took place to strengthen coordination between the organisations. Oxfam Novib circulated the new NRO multi-year strategic plan 'Towards Two States' 2012-2015 and provided feedback on this and several other multiyear strategic plans of different Dutch embassies in order to influence debates in the Dutch Parliament. The work of Oxfam Novib complements the NRO's new multi-year strategic focus theme of security and rule of law. Both the RNE in Tel Aviv and Oxfam Novib partners monitor the situation of human rights defenders in Israel. Oxfam Novib had a meeting with the Dutch Ambassador and key staff to brief them on the challenges faced by aid workers in obtaining work visas to Israel and sought to understand the role Dutch CSOs could play during the then-upcoming Dutch trade mission to Israel.

### Consultation with Dutch bilateral assistance and with other donors

Oxfam Novib is a member of various donor consortia with e.g. SIDA. Co-ordination on humanitarian programmes is intensive, and Oxfam Novib has been instrumental in ensuring that experience and perspectives of local partners are included in setting the agenda. Oxfam Novib participates in a number of co-ordination structures with other INGOs in the OPT. This includes the Office of High Commission for Human Rights (OHCHR)-led Protection Cluster Working Group; Association of International Development Agencies; and the Humanitarian Country Team led by the United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA-OPT). Oxfam Novib participates in the INGO Gender Working Group and working relationships have been strengthened with the EC and SIDA. The likelihood of securing repeat funding from the Sharjah-based Salam Ya Sugar fund is fairly high. Oxfam Novib is also in close contact with IKV Pax Christi and Swedish women's rights donors Kvinna til Kvinna to explore joint strategies on the theme of women, peace and security. With VNG International, ON is exchanging information on promoting active citizenship.

### Relevance in relation to government policy

- **Right to basic social services:** Local partners have contributed towards the development of the Palestinian National Health Strategy 2011-2013. Palestinian refugees in Lebanon continue to be served by Oxfam Novib's partner PARD. Oxfam Novib's partner Teacher Creativity Centreworks in close cooperation with the Ministry of Education, and its civic education project has been included in the official Palestinian curriculum for primary education in both governmental and UNRWA schools in the West Bank and the Gaza Strip.
- **Right to life and security:** Oxfam Novib's partner Palestinian Centre for Human Rights monitors human rights violations of West Bank and Gaza authorities and the Israeli state. Other partners continue to hold Israel accountable for violations of its own planning and zoning rules as well as violations of international humanitarian law in Area C of the West Bank. In addition, together with five civil society organisations, ON is leading the EU-funded East Jerusalem consortium to create humane living conditions for Palestinian residents of East Jerusalem. The Oxfam confederation has regular contact and lobby work with EU and the UN to hold Israel accountable for its violation of international law.
- **Right to social and political participation:** Oxfam Novib's partners provide legal aid to individuals affected by authorities in the OPT and Israel. Partners react to attacks on freedom of association and assembly at national and regional level through UN mechanisms, embassies and media.
- **Right to an identity:** In 2011, a new Cross-Sectoral National Gender Strategy was launched by the PA Ministry of Women's Affairs, and a number of Oxfam Novib partners contributed. The partners continue to work with Shari'a law and courts to make them gender-sensitive and continue to put pressure on the PA to make the criminal justice system more gender-just, particularly in relation to gender-based violence such as honour killings.

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## PAKISTAN<sup>16</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Novib, together with Oxfam Australia, is an implementing affiliate in Pakistan, while Oxfam GB is managing affiliate. In 2012, the three affiliates developed a draft of the Joint Country Analysis and Strategy (JCAS), which will result in greater impact on the development of communities Oxfam is working with. Development of the funding strategy is in process, and the SMS go live is planned in July 2013.

#### Dutch civil society organisations and other international NGOs

In 2012, ON participated in the bi-annual meeting of the Dutch NGOs Forum comprising of Rutgers WPF, Plan International and Health Net in Pakistan, to brief each other on projects funded by MFS 2 grants, find synergies and avoid duplication. Among the decisions made were to meet every six months to share updates and achievements and discuss future plans. ON partner Doaba Foundation participated in a workshop with HIVOS on food security, with a focus on agricultural biodiversity, smallholder farmers, and adaptive capacity status of knowledge in the context of resilience and transformations. Oxfam Novib and Butterfly Works successfully submitted a joint proposal on technical vocational education to the EU. SOMO is engaged with Oxfam Novib Pakistan in a DGIS-funded four-year project on engaging the private sector in conflict situations.

#### Consultation with Dutch bilateral assistance and with other donors

During 2012, concept notes were submitted to SIDA and ECHO on enhanced resilience and increased access to information respectively. The response from the donors is awaited. A partnership on water has been initiated with IUCN. There have been number of discussions with RNE Embassy around different themes for collaboration.

To ensure harmonisation and complementarity, Oxfam Novib in its SRHR work actively engaged with World Population Foundation, Marie Stopes Society, FPAP and Aahung. Oxfam Novib has recently received funds from the EU for a Technical and Vocational Education Training (TVET) project. It meets with other grantees, including Plan International, Care International, TUSDEC and Concern International, to share updates and lessons learnt. Oxfam Novib is also part of the National Project Steering Committee (NPSC) of an EU-funded project on institutionalisation of SRHR in the health and education sector, managed by Rutgers-World Population Foundation. Oxfam Novib secured funds from the Dutch Ministry of Foreign Affairs on peace and conflict transformation (Citizens First: Improving Human Security in Pakistan and Afghanistan). This has strengthened 'Peace My Right' – a small initiative from MFS 2 by ON Pakistan. Two contracts were secured for the emergency, recovery and rehabilitation work financed by Oxfam Canada and Great Britain. Another project titled 'Advocating for Human Rights of Marginalised Communities of South Punjab' was financed by AusAID.

#### Relevance in relation to government policy

- **Right to a sustainable livelihood:** The federal government approved a national policy on climate change, with the objective "to sustain economic growth by addressing the challenges of climate change." Oxfam Novib Pakistan and its partners contributed to the formulation of the policy through a consultative process.
- **Right to basic social services:** In 2012, due to continuous advocacy and lobbying efforts of CSOs working on education and led by partner ITA, the National Assembly of Pakistan approved a bill focusing on implementation of Article 25-A (Free Compulsory Education for All). This is an opportunity to further build on the commitments made by the government, develop concrete plans of action and allocate resources.
- **Right to life and security:** Oxfam Novib is preparing an emergency response strategy document to co-ordinate and programme activities efficiently and appropriately, adopting an impartial approach for humanitarian response based on needs. In 2012, focus was on humanitarian responses (IDPs crisis, floods emergency response and early recovery) in 23 Districts of all four provinces. It included water and sanitation, EFS-VL, disaster preparedness and humanitarian capacity building of partners. It also includes gender mainstreaming in the humanitarian programme, such as empowering women to participate in the decision making process, leadership and awareness raising, and saving lives of poor women through provision of quality WASH and EFS-VL services. The DGIS-funded Citizens First project includes a significant component on awareness and campaigning for social services as 'creating a peace dividend'. Butterfly Works is engaged in developing awareness-raising material on WASH for children in flood-affected areas.

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## SUDAN<sup>17</sup> and SOUTH SUDAN

### Consultation with civic organisations

#### Oxfam

In Sudan, Oxfam Novib and Oxfam America are the two Oxfams present in the country. In South Sudan there are OGB, Oxfam Novib and Oxfam Intermon. Following the independence of South Sudan in July 2011, Oxfam America became managing affiliate in Sudan and Oxfam GB in South Sudan. Oxfam Novib is the only Oxfam present as implementing affiliate in both countries. For Sudan, the Joint Country Analysis and Strategy (JCAS) was finalised in December 2012, and in January 2013 the single management structure will start. In South Sudan, the process of developing a JCAS started at the end of 2011 but has experienced delays due to staff changes at Oxfam Great Britain, and the affiliates' need to devote human resources to responding to a CAT II crisis. The JCAS was finalised in November 2012 and South Sudan is expected to go live on 1 March 2013.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib met with other Dutch NGOs in August 2012 to discuss the context of working in Sudan. All NGOs are confronted with bureaucratic impediments which make it difficult to support partners or implement programmes. Meetings were held with Sudanese consultants to discuss the political climate in the country, and the conclusion was that this is not the right moment for Oxfam Novib to open an office in Sudan. Oxfam Novib has regular contact with one Dutch organisation, ZOA, as they both support the same partner in Sudan. With Cordaid there are also regular meetings in the Netherlands, and with ICCO a meeting was held in Juba.

### Consultation with Dutch bilateral assistance and with other donors

A meeting was held with the Royal Netherlands Embassy (RNE) to discuss the situation in South Kordofan, and the general situation of civil society in Sudan. The RNE has regular contact with two of the Oxfam Novib partners. In Juba, meetings were organised about the reconstruction tender, and Oxfam Novib participated. In the Netherlands, Oxfam Novib participated twice in meetings organised by the Dutch Ministry of Foreign Affairs and Clingendael. Oxfam Novib was awarded a grant of nearly 4.5 million euros under the 2012 Reconstruction Tender issued by the Ministry of Foreign Affairs. This project, implemented together with Oxfam Great Britain and Oxfam Spain and two of Oxfam Novib's partners, will cover counties in three of South Sudan's ten states. Project start up is set for January 2013 for a duration of 33 months.

### Relevance in relation to government policy

- **Right to a sustainable livelihood:** In Sudan the government is interested in improving food production and innovation in agriculture. The work of two Oxfam Novib partners is in line with this policy, and highly appreciated by the local government. Nevertheless, one partner had to close down its programmes, as its registration was cancelled by the government. One partner of Oxfam Novib is implementing programmes of the Central Bank of Sudan, which is active on the development of microfinance institutions. In South Sudan, the government is still formulating a policy on food security. For microfinance institutes there is more progress in policy development and implementation, and two of Oxfam Novib's partners are actively involved in developing the policy and implementing parts of the national programme.
- **Right to life and security:** In Sudan, as there are still conflicts in the border area, the insecurity of communities has deteriorated, and partners were involved in small-scale humanitarian assistance.
- **Right to social and political participation:** In Sudan, the government is changing its policy on freedom of media, and this is causing frequent human rights violations, with students, journalists and editors as victims. So far Oxfam Novib partners have been able to continue with their activities. In South Sudan the government is still developing its policies. Two Oxfam Novib partners are involved in developing radio messaging on gender-based violence and civic education.
- **Right to an identity:** In Sudan, after the split of the country, the government started formulating a new constitution. Sharia law might be implemented. One Oxfam Novib partner is working on an alternative proposal for family law, and politicians and religious leaders are interested in participating in this discussion.

ONL in Sudan is focusing on Rights 1, 3 and 5.

ONL in South Sudan is focusing on Rights 1, 4 and 5.

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## UGANDA<sup>18</sup>

### Consultation with civic organisations

#### Oxfam

Oxfam Great Britain (OGB), Oxfam Ireland and Oxfam Novib work in Uganda, where Oxfam Novib is the managing affiliate. The Joint Oxfam Country Analysis and Strategy (JCAS) was finalised in 2012 and SMS went live in September. Oxfam Ireland and Oxfam Novib continued their collaboration on mainstreaming HIV/AIDS in livelihoods programming. In 2012, Oxfam Novib continued cooperation with Oxfam GB on the 'WE CAN' campaign on domestic violence. Further collaboration was found in the sharing of tools such as the Gender Action Learning Systems (GALS) of the WEMAN programme.

#### Dutch civil society organisations and other international NGOs

Oxfam Novib continued to be a member of Agri-ProFocus, which coordinates the investments of most Dutch organisations in Uganda in the field of agriculture and livestock. Oxfam Novib, Edukans, ICCO, ICS, SNV-Uganda, Terre des Hommes, ZOA and Warchild Holland have continued their cooperation under the umbrella of the LEARN Platform. The formal interface between the LEARN Platform and the RNE in Kampala has stopped at request of the RNE due to their shift in focus from education to livelihoods. In 2012, the Platform continued its web-based LEARN members' forum for information exchange and sharing of experiences. The Platform concluded field research into good practices for parental involvement in primary education in 2012. Oxfam Novib's programme on social and political participation is being coordinated with Hivos, ICCO, Cordaid, Mensen met een Missie and Pax Christie, organised in the Dutch Uganda Platform (DUP). The Platform has met with challenges due to the decentralisation of three of its members (ICCO, Oxfam Novib and HIVOS to Kampala/Nairobi) and is still restructuring itself for enhanced cooperation. Nonetheless, in 2012 it continued to jointly support the Uganda Governance Monitoring Platform (UGMP), consisting of Ugandan NGOs who monitor the government on democracy, human rights, transparency and accountability.

#### Consultation with Dutch bilateral assistance and with other donors:

The European Commission (EC) supported Oxfam Novib's work on various projects. Hivos and Oxfam Novib continued their joint project CEW-IT in rural areas in northern and western Uganda, which started in 2010 with EC funding. A third phase of this project, submitted by Hivos and titled "Enhancing civic competence to strengthen social accountability in 30 districts in five regions" was finalised in 2012. Oxfam Novib continued the CRAFT project with a grant from the EC. It started the Internet Now! Project in northern Uganda with NPL funds. Oxfam Novib has an IFAD grant for dissemination of different WEMAN tools in VCD implemented with several partners. IMPACT alliance members Butterfly Works and Oxfam Novib initiated their cooperation on AruaBits in northern Uganda, a digital design school to provide youths with knowledge in web design, IT skills, creative multimedia and entrepreneurship to improve opportunities in employment and self-employment. The idea is to link this initiative with the already-existing KampaBits of Terre des Hommes.

#### Relevance in relation to government policy

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

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### 3.8 Learning ability of the organisation / progress learning agenda

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

Within the parameters given by the learning agenda, thematic learning frameworks were designed for each of the six thematic priorities to provide guidance and focus to the joint learning initiatives within the alliance and specific learning initiatives within each of the member organisations. These frameworks bring together the questions identified in the learning agenda, identify more concrete and specific questions that better respond to the needs and priorities of our staff given their particular situations and contexts, and provide guidance and structure to the learning initiatives that are or will be organised and implemented to find answers to our learning questions.

The IMPACT alliance has, however, struggled to find a balance between keeping the focus provided by the learning agenda as a basis for the frameworks and responding to the expectations and actual needs of alliance members' staff, who felt that these frameworks were somehow artificial and have a top-down feeling. One way of addressing this issue was to provide as much flexibility as possible, regarding the original thematic frameworks more as reference and guidance that could lead to a more specific and responsive learning agenda, rather than as a requirement or obligation that needs to be acted upon. This approach has helped to move our learning agenda further, but we have encountered another challenge. We initially failed to see the great potential that having a joint learning agenda could bring to all members of the alliance. Mostly due to limitations on the amount of time and resources alliance members could invest in creating platforms for sharing and exchange, we failed to recognise the potential benefits that such an investment could bring to each of us as independent organisations. Now that we have worked together on joint learning efforts and can see the benefits of having others to share and exchange with and learn from, we acknowledge this neglect, and the creation of these spaces and platforms is an issue that the IMPACT alliance will address further in 2013.

#### *Thematic learning frameworks*

As mentioned above, the thematic learning frameworks were designed to provide more focus to our learning initiatives in each of our thematic priorities. According to their area of expertise and work, the different members of the alliance contribute to specific thematic learning frameworks by sharing their experiences and lessons learned, facilitating linkages with other stakeholders, and designing and implementing joint learning initiatives (see below).

The alliance members work together on the following thematic learning frameworks:

- Struggle for land, water and food: ON
- Fair markets and financial systems: ON, SOMO, Fair Food
- Access to quality education: ON, Butterfly works. HIRDA
- Conflict transformation: ON
- Access to information: ON, 1% Club
- Women's bodily integrity: ON, HIRDA

Apart from the thematic learning frameworks, other opportunities for joint learning have been taken up, especially around innovative M&E methodologies. Oxfam Novib and 1% Club have regular exchanges on this topic (ON is working on the World Citizens Panel, and 1% Club on M&E 2.0).

The frameworks have also been useful to promote and motivate internal learning within member organisations and their staff. ON for example has created thematic communities, which are especially important in the context of decentralisation, with staff being spread all over the world. These are virtual communities that bring together colleagues from all country offices who are interested and work on a particular thematic priority. These groups or communities meet virtually on regular basis, mostly once a month, to share experiences, concerns, lessons and questions. One key objective for these communities is to facilitate learning among staff (a flow of knowledge rather than storage of knowledge), and the thematic learning frameworks provide a fundamental instrument to guide that learning process.

The thematic frameworks have also been used as guide in the planning and organisation of capacity development initiatives of Oxfam Novib staff working on specific thematic priorities:

- One day learning event for county staff based in the Western African region around Access to information: Niger, July 2012.
- One day learning event for staff in country offices and The Hague office around women's bodily integrity: The Hague, August 2012

- Three day learning event for staff in country offices and The Hague office around gender mainstreaming: The Hague, August 2012 (this event was also open to other IMPACT alliance members)
- Three day learning event for country offices' staff around conflict analysis: Nairobi, October 2012.
- Series of webinars for staff in country offices and The Hague office around quality education and lessons learned from the Innovation Fund experience (these event were also open to other IMPACT alliance members).

Oxfam Novib has also made use of the thematic learning frameworks to promote and encourage learning within the more formal process of ON's policy cycle. There are two reasons for using the opportunities that the policy cycle provides. First, the explicit inclusion of learning as an integral component of our business processes takes away the "ticking boxes" feeling that sometimes format and procedures bring. Second, the fact that learning moments are included as part of the formal process provides a clear statement to staff (and especially to management) that learning is a key element for ON as an organisation, and therefore support and resources must be provided. This approach has been translated into:

- Programme reflection processes: in March/April of each year, the KPM department must organise and facilitate a reflection process in which staff from all country offices and The Hague office come virtually together to share experiences and lessons, draw common conclusions and agree on recommendations that – as a team working on a particular theme or programme – they present to the whole organisation for the planning process. These recommendations are presented to directors in a form of communiqué, and they are considered when the board of directors writes their management letter.
- Annual plans: each country office and department was asked to design internal learning agendas. These agendas identify the main learning priorities for the country or department team, which is translated into two or three learning questions. These questions can be directly linked to the learning questions included in the MFS-II learning agenda, or can be more specific to the context and priorities of the team. The country or department team receives support and works together with Oxfam Novib's Knowledge and Programme Management (KPM) department to implement their internal learning agendas. 2013 will be the first year when this way of working will be implemented.

#### *Learning trajectories on priority themes*

The learning trajectories are specific learning initiatives designed within the outline of the thematic learning frameworks. In these trajectories, the IMPACT alliance and specific Oxfam Novib partners – though the KPM department –take a leading role in setting up the work structure, involving relevant partners and stakeholders, allocating an initial budget, and managing logistics and other issues related to direct implementation of the trajectory. These initiatives also include research studies and publication and broader disseminations of findings.

A series of trajectories have started or continued during 2012. The stage of each trajectory varies from just starting to already in full swing. Working consistently towards the answers on the learning questions is still a challenge but significant advances have been made:

- The agrobiodiversity@knowledge programme was developed and implemented together by Oxfam Novib and Hivos following a face to face learning event in Thailand (July 2012). It is a virtual community where practitioners, academics and representatives of grassroots organisations and NGOs and staff from Oxfam Novib and Hivos connect, exchange and develop joint learning initiatives and strategise to support each other's efforts.
- Four articles on agrobiodiversity were published in the magazine *Farming Matters*, in *March 2012*, *June 2012*, *September 2012*, *December 2012*.
- Oxfam's GROW Future of Agriculture research project published the report *A Review of Global Scenario Exercises for Food Security Analysis with LEI*.
- *The Global Future of Agriculture online debate* produced 21 essays on the future of agriculture and resulted in a global online debate that generated a lot of interest worldwide.
- An article was published entitled *NGO-Business Interaction for Social Change: Insights from Oxfam's Private Sector Programme*.

- The learning trajectory on education has had two main focuses in 2012:
  - 1 Looking at Youth as Active Citizenship (YAC) in education and SRH. A desk study has been completed while case studies in Senegal, Pakistan and Palestine are currently ongoing and should be completed in January 2013.
  - 2 Collecting cases on measuring behavioural change around education and SRH projects. The collection of cases has not progressed as planned in 2012 due to time constraints of Oxfam Novib's responsible staff in the KPM Department, as priority in 2012 was given to the YAC study. In 2013 the collection of cases on behavioural change will be given priority.
- A final version of the learning trajectory on transformative women's leadership has been developed (December 2012) by our partner CREA. Testing of the module will be done in 2013 (April-May) with partners in OPT-I, in connection with and in the context of the AMAL programme.
- The HIV mainstreaming in livelihoods review was finalised and published in English and Portuguese in September. The learning was shared amongst staff in Mozambique at the end of October. A learning module will continue to be developed in 2013, for staff to facilitate the learning in Zimbabwe, Uganda and possibly Angola.
- The thematic learning framework on access to information includes different learning initiatives such as: Compiling a paper summarising ON's experience and lessons learnt with ICT and election monitoring (finalised May).
  - Organising a workshop during the CIVICUS World Assembly on connecting online activities with offline action, with panellists from Cambodia (ON partner), Egypt and Canada.
  - Learning initiatives being implemented by 1%Club on M&E 2.0 and aid transparency.
  - A fundraising initiative focusing on scaling up of good practices of ICT.
  - The concept of an organisation-wide learning day on the theme was accepted by the directors in April. Such a learning day would contribute to answering several questions by organising and inviting sessions related to those questions. However, implementation is so far stalled due to lack of financial resources for funding of a project coordinator.
- A joint research study on *Power in Transition: entry points for strengthening governance and citizen participation in transition countries* was conducted by Oxfam Novib and Oxfam Great Britain.
- On the learning trajectory on women's bodily integrity, as a follow up to the expressed need of staff to have a better understanding about the concept and to receive more guidance in programming around it, a face to face meeting was organised at the beginning of September with 24 staff members, mainly from country offices. Follow up to the initial meeting was prioritised by the thematic community and a specific learning action plan is being agreed upon and will be implemented in 2013.
- On the learning trajectory on gender mainstreaming, a face to face meeting was organised in September with involvement of the whole gender justice team and all gender focal points. Action plans for each participant were developed in this workshop, and the learning trajectory was taken forward. Exchange was done on existing gender mainstreaming tools and opportunities, and lessons learned with the implementation of the different tools were shared. This process is being continued in monthly Skype calls, where participation so far has been high and vivid.
- An article on *Gender Mainstreaming and Cultural Change* was published in the Gender & Development Journal.
- A booklet entitled *Learning about Gender Equality* was published, on experiences with the use of the Most Significant Change methodology to measure the impact of gender mainstreaming programmes.
- Discussions with the International Budget Partnership have started to develop a learning trajectory on budget monitoring for 2013. The trajectory should include tools for analysis of budgets at local, regional and national levels, and ways to develop activities in the area of lobby and advocacy. The CoP to be established in Q4 should play a role in the design of the learning events.

## 3.9 Development of IMPACT alliance

### Planning and control of MFS agreements

In this second year of the subsidy period the IMPACT alliance found an effective and efficient way of working together. Balanced Score Cards (BSC) are used for quarterly monitoring on outcomes and outputs, organisational processes, finances and innovation from which information is derived for the monitoring report and the activity plan for the Ministry of Foreign Affairs.

Every quarter the IMPACT alliance partners meet with Oxfam Novib to discuss their BSC monitoring report. In general targets are met. When this is not the case there is an open discussion about reasons why targets are not met and, if needed, new agreements are made. After every quarterly meeting a steering committee is organised with the directors of the IMPACT alliance partners, in order to inform each other about progress made and decide on follow up actions when needed.

The IMPACT alliance wants to improve its work on the learning agenda. Agreements have been made and responsibilities set, but there should be a more consistent way of sharing that really harvests the learnings. ON, HIRDA and Butterfly Works have been working closely on specific learning questions for programmes 2 and 5. SOMO, Fairfood International and ON have developed a joint learning agenda. 1%CLUB gave input on the learning agenda for programme 4. During the meetings of the new business development desk of the IMPACT alliance, learning is a regular topic on the agenda.

The alliance is supported by a back office in Oxfam Novib for daily management. Contact persons have been appointed in each organisation for managing programmatic work. A joint intranet for information exchange (Basecamp) facilitates cooperation.

### Synergy

The ambition of the IMPACT alliance is to create synergy and add value. Beyond MFS funding, the alliance wants to look for more areas that increase the effectiveness and efficiency of aid. IMPACT alliance partners noted that synergy does not happen by itself, and needs the input and energy of all partners, equally sharing responsibility for achieving success. This has led to closer cooperation among online staff of all IMPACT alliance partners. Furthermore, the IMPACT alliance created the New Business Development Desk (NBDD) to stimulate joint fundraising and social business development. A small part of the MFS subsidy is set apart to stimulate this.

Results in 2012 were:

SOMO invested in a marketing plan for an online assessment tool and investigated if there are ways to generate funds with this tool. SOMO invested also in a new way of cooperation on fundraising which has led to a joint proposal of SOMO and Oxfam Novib in the reconstruction call for Afghanistan and Pakistan. The proposal was approved, although on a lower budget than proposed, by the Ministry of Foreign Affairs.

SOMO is working together with Oxfam on the Food Justice Index, investigating the corporations that will be in the index.

Butterfly Works invested in 'Play and learn with Miffy' and the 'Design Caravan'. Play and learn with Miffy is a brand of books and products for little children with the objective of contributing to their development. In many countries, time and knowledge is not available to parents and caretakers to stimulate children in their development process. Butterfly Works used the design legacy of Dick Bruna to co-design other characters in the spirit of Miffy. Butterfly Works cooperates closely with Oxfam Novib's office in Pakistan, where the brand will be launched and the first book will be published in collaboration with various corporate partners such as Oxford University Press and Lifebuoy soap, connected to a hygiene toolkit to be distributed in flood-affected areas.

The money invested in the Design Caravan has led to the creation of 'Carpet of Life', which transforms old textiles into a vibrant carpet that gives a wardrobe a second life. Carpet of Life is based on the traditional Moroccan carpets called Boucherouite, and exclusively made by women in the Moroccan Sahara. People can send their old clothes to Butterfly Works and get a carpet, made in Morocco, in return.

Cooperation on fundraising has led to EU approval for the project 'Technical Vocational Education and Training (TVET)' that is implemented together with Oxfam Novib Pakistan. The objective of this project is to educate 1600 women on crafts and product design and to set up a digital design school for disadvantaged youth to educate them in multimedia and entrepreneurial skills.

Another fundraising request submitted to SIDA by Oxfam Novib and Butterfly Works is still pending. It is a proposal for distant learning in Afghanistan and Somalia or Yemen.

1%Club invested in the development of an innovative M&E 2.0 tool based on the 'most significant change' methodology. The M&E tool consists of blogs, video, smartphone and SMS. Real time feedback and first person stories directly from the beneficiaries will be used to monitor the project. All data is open and will be used for continuous learning. A successful pilot was implemented in Kenya. One of the successes is the fact that the Gates Foundation wants to support the further development of the project by contributing 100,000 euros. In 2013, 1%Club and Oxfam Novib plan to integrate the M&E tool with the World Citizens Panel (an impact measurement system using smartphones). This way, qualitative information from the 1%Club will be combined with quantitative information of the WCP about changes in people's lives. 1%Club will use the Gates Foundation money to work on a 'dashboard' which makes it possible to present the information in a user-friendly way.

Cooperation on fundraising has led to a joint proposal with Oxfam Novib to SIDA on access to information.

HIRDA implemented a survey with the objective to see if schools in Somalia could use a School Administration System (SAS) to increase the quality of education. SAS shows the curriculum, the number of and years that children attend school, drop-out rate and levels of knowledge. The survey showed that private schools have funds available to purchase the SAS, but that public schools do not and it should be made available for free. HIRDA has contacted the Minister of Education of the new government in Somalia to discuss if the Ministry is interested.

HIRDA, Oxfam Novib and Oxfam Great Brittan jointly made a proposal for the reconstruction call of the Ministry of Foreign Affairs. The Ministry has approved the proposal and HIRDA, Oxfam Novib and Oxfam Great Brittan will work together in Somalia on the implementation of this programme.

Oxfam Novib and HIRDA will cooperate in 2013 in Somalia, one the four countries in which the WCP is used to measure impact. HIRDA will use the WCP methodology for its own partners and beneficiaries with a special focus on the effectiveness of their work on female genital mutilation.

The formal IMPACT alliance partners – Oxfam Novib, SOMO, HIRDA, 1%Club and Butterfly Works – work closely with Fairfood International, which plays a valuable role in campaigning with companies and consumers globally for more sustainable food chains, but remains only a candidate for membership of the alliance rather than a full member because it did not meet the criteria of building the capacity of Southern partners. In the second half of 2011, Fairfood International decided to review its strategy and add capacity development of its global partners as one of the core pillars of its work. During 2012 it successfully engaged in three capacity development pilots (USCSD in Uganda, LAMOSA in South Africa and La Isla Foundation in Nicaragua). Fairfood International is working together with Oxfam Novib and Oxfam International on the GROW/Behind the Brands campaign. Fairfood will explore the social business platform 'Fairfoodies4life' in collaboration with the 1%Club. Fairfood is exploring joint fundraising opportunities with Oxfam Novib and possibly SOMO.

The IMPACT alliance will continue to look for joint fundraising opportunities in 2013 and has decided to work together on the development of the World Citizen's Panel.

## Annex 1: Financial reports

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

Progr.	Outc.	Inter-vention strategy	Outcome Indicator	spent (transfers) 2011
1	1	DPA	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources	14.864
1	2	DPA	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and productinnovation services and marketing training	3.214
1	3	DPA	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organisations	1.521
1	4	BSC	No. of partner organisations better able to communicate at the national and international levels the voice of people in rural areas living in poverty	4.432
1	5	BSC	No. of partner organisations providing financial services that are better able to reach the poorest groups with their financial services (especially women)	1.461
1	6	BSC	No. of partner organisations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda	1.444
1	7	BSC	No. of globally working partner organisations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organisations and movements around land, water and food	1.465
1	8	BSC	No. of globally working partner organisations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda	1.553
1	9	BSC	<i>has been cancelled</i>	
1	10	LA	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women	3.166
1	11	LA	No of policy changes regarding pro-poor markets and financial systems	1.315
1	12	LA	No. cases that reveal the contribution to functioning of pro-poor adaptation plans	171
1	13	LA	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	5.816
1	14	LA	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	2.834
1	15	LA	<i>has been cancelled</i>	
1	16	KIM	No. of cases (academic studies) on issues on struggle for land, water and food	997
1	17	KIM	No. of cases by nationally and globally operating partner organisations documenting examples of alternative economic models, together with knowledge institutes	679
1	18	KIM	<i>has been cancelled</i>	
			<b>Total program 1</b>	<b>44.934</b>
			<b>Direct Poverty Alleviation</b>	<b>44%</b>
			<b>Building Civil Society</b>	<b>23%</b>
			<b>Lobby &amp; Advocacy</b>	<b>30%</b>
			<b>Knowledge &amp; Information Management</b>	<b>4%</b>

<b>Program</b>	<b>Outc.</b>	<b>Intervention strategy</b>	<b>Outcome Indicator</b>	<b><u>spent (transfers) 2011</u></b>
2	19	DPA	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	4.422
2	20	DPA	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	5.152
2	21	BSC	No. of partner organisations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	2.355
2	22	BSC	No. of partner organisations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programmes	2.297
2	23	LA	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this policy at country level	1.944
2	24	LA	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	2.146
2	25	LA	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	1.009
2	26	KIM	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education, especially for girls	1.192
2	27	KIM	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV	310
2	55	LA	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level	170
			<b>Total program 2</b>	<b>20.996</b>
			<b>Direct Poverty Alleviation</b>	<b>46%</b>
			<b>Building Civil Society</b>	<b>22%</b>
			<b>Lobby &amp; Advocacy</b>	<b>25%</b>
			<b>Knowledge &amp; Information Management</b>	<b>7%</b>

<b>Program</b>	<b>Outc.</b>	<b>Intervention strategy</b>	<b>Outcome Indicator</b>	<b><u>spent (transfers) 2011</u></b>
3	28	DPA	No. of women and men (women in particular) more able to protect themselves against violent conflict and to limit damaging effects in fragile states	1.997
3	29	DPA	No. of women and men (women in particular) more able to protect themselves against disasters	3.339
3	30	BSC	No. of partner organisations working in fragile states that is better able to programme conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325)	1.257
3	31	BSC	No. of partner organisations in risk areas that have included community based disaster risk reduction in their work methods	688
3	32	BSC	No. of local organisations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people	2.895
3	33	BSC	No. of partner organisations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	1.110
3	34	LA	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	1.110
3	35	KIM	No. of cases revealing that the capacities of partners organisations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes	425
3	36	KIM	No. of cases revealing that the capacities of partner organisations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes	117
3	54	DPA	Number of people that received humanitarian aid in disaster areas according to international standards	33.094
			<b>Total program 3</b>	<b>46.033</b>
			<b>Direct Poverty Alleviation</b>	<b>83%</b>
			<b>Building Civil Society</b>	<b>13%</b>
			<b>Lobby &amp; Advocacy</b>	<b>2%</b>
			<b>Knowledge &amp; Information Management</b>	<b>1%</b>

<b>Program</b>	<b>Outc.</b>	<b>Intervention strategy</b>	<b>Outcome Indicator</b>	<b><u>spent (transfers) 2011</u></b>
4	37	DPA	No. of women and men (women in particular) in marginalised groups having access to information and decision-making by using ICT and new media	4.775
4	38	DPA	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid)	2.565
4	39	BSC	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion)	1.130
4	40	BSC	No. of partner organisations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women	8.851
4	41	BSC	No. of cases revealing that globally linked citizens and globally operating partner organisations have strengthened their capacity to hold governments, businesses, international institutions and civil society organisation accountable for power abuse, corruption and gender injustice, by using ICT and new media	2.237
4	42	LA	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation	3.620
4	43	LA	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organisations. Due to this pressure governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights	2.915
4	44	KIM	No. of cases revealing that methodologies developed and exchanged by partner organisations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists)	1.979
4	45	KIM	No. of cases that show how partner organisations use new tools to measure and improve the legitimacy and risk management of organisations, with a special focus on (women) organisations in countries with repression and conflict.	437
4	56	DPA	No. of women and men that are legally empowered through increased awareness about their rights	2.714
			<b>Total program 4</b>	<b>31.222</b>
			<b>Direct Poverty Alleviation</b>	<b>32%</b>
			<b>Building Civil Society</b>	<b>39%</b>
			<b>Lobby &amp; Advocacy</b>	<b>21%</b>
			<b>Knowledge &amp; Information Management</b>	<b>8%</b>

<b>Program</b>	<b>Outc.</b>	<b>Intervention strategy</b>	<b>Outcome Indicator</b>	<b><u>spent (transfers) 2011</u></b>
5	46	DPA	No. of men and women with positive changes in their behaviour regarding women's right to bodily integrity	3.283
5	47	DPA	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government)	2.868
5	48	BSC	No. of women's organisations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	3.064
5	49	BSC	Number of partner organisations that has developed sufficient capacity for implementing gender sensitive programmes (that score a green light on the Gender Traffic Light assessment)	1.428
5	50	LA	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation	2.635
5	51	LA	No. of policy changes for sufficient resources and a functioning system for the the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influence it	173
5	52	KIM	No. of cases that show that partner organisations have more capacity with regard to programmes, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global level (thanks to exchange of practices)	388
5	53	KIM	No. of cases that show that partner organisations have more capacity with regard to gender mainstreaming during the design and implementation of programmes, lobby and advocacy initiatives (thanks to exchange of practices)	296
			<b>Total program 5</b>	<b>14.135</b>
			<b>Direct Poverty Alleviation</b>	<b>44%</b>
			<b>Building Civil Society</b>	<b>32%</b>
			<b>Lobby &amp; Advocacy</b>	<b>20%</b>
			<b>Knowledge &amp; Information Management</b>	<b>5%</b>

			<b>Total all programs</b>	<b>157.319</b>
			<b>Direct Poverty Alleviation</b>	<b>53%</b>
			<b>Building Civil Society</b>	<b>24%</b>
			<b>Lobby &amp; Advocacy</b>	<b>18%</b>
			<b>Knowledge &amp; Information Management</b>	<b>4%</b>

Table: spent per country per programme (transfers in k€)

	all funds						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Afghanistan	1.186	1.483	1.178	2.752	643	813	8.054
Angola	923	452	0	0	913	174	2.463
Bangladesh	1.275	868	81	0	128	897	3.250
Burundi	385	0	77	31	287	0	780
Cambodia	1.192	0	56	0	853	246	2.346
Dem. Rep. Congo	1.308	1.074	1.704	994	491	448	6.019
Egypt	297	0	0	0	1.758	547	2.602
Haiti/humanitarian response	0	0	0	5.190	0	0	5.190
Laos	1.062	0	0	0	994	359	2.415
Maghreb & Middle East	25	0	0	0	975	527	1.527
Mali	411	1.675	0	0	1.010	0	3.097
Morocco	0	0	0	0	555	598	1.153
Mozambique	1.799	383	288	77	4.513	1.321	8.382
Myanmar	1.989	704	566	325	880	87	4.551
Niger	755	247	586	5.052	639	299	7.578
Nigeria	623	1.352	186	29	607	494	3.292
Pakistan	2.184	1.030	2.178	4.073	220	311	9.996
Palestina occ t	37	1.488	974	138	985	1.174	4.795
Rwanda	289	58	0	62	546	80	1.035
Senegal	264	130	0	0	675	0	1.069
Somalia	1.865	999	911	12.005	644	170	16.593
South Sudan	604	362	283	283	308	187	2.027
Sudan	873	121	0	677	94	547	2.312
Uganda	2.596	1.156	53	0	2.263	194	6.261
Vietnam	761	0	21	0	599	617	1.998
Yemen	0	0	0	0	348	148	496
Zimbabwe	1.196	0	1.252	0	600	128	3.176
Global strategy	13.101	6.098	985	128	5.768	2.608	28.687
Lobby&Advocacy/Popular Campaigning/Information&Marketing	7.932	1.315	1.561	1.277	2.928	1.162	16.175
<b>Total</b>	<b>44.934</b>	<b>20.996</b>	<b>12.939</b>	<b>33.094</b>	<b>31.222</b>	<b>14.135</b>	<b>157.319</b>

	MFS						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Afghanistan	276	397	503	0	592	357	2.125
Angola	846	270	0	0	663	160	1.939
Bangladesh	1.175	797	75	0	118	826	2.991
Burundi	355	0	43	0	230	0	627
Cambodia	686	0	51	0	363	226	1.327
Dem. Rep. Congo	1.125	478	601	0	380	399	2.984
Egypt	262	0	0	0	507	495	1.264
Haiti/humanitarian response	0	0	0	0	0	0	0
Laos	913	0	0	0	849	330	2.093
Maghreb & Middle East	23	0	0	0	0	167	190
Mali	374	705	0	0	928	0	2.007
Morocco	0	0	0	0	511	551	1.062
Mozambique	593	60	118	0	444	510	1.726
Myanmar	1.833	414	372	0	810	80	3.510
Niger	452	232	179	0	601	281	1.745
Nigeria	427	392	192	0	493	445	1.948
Pakistan	2.119	624	993	0	200	286	4.222
Palestina occ t	34	520	150	0	164	678	1.546
Rwanda	237	53	0	0	383	44	717
Senegal	186	120	0	0	622	0	928
Somalia	703	540	137	0	504	165	2.048
South Sudan	511	78	0	0	163	169	922
Sudan	808	112	0	0	0	507	1.426
Uganda	997	921	48	0	1.014	134	3.114
Vietnam	503	0	19	0	497	568	1.587
Yemen	0	0	0	0	224	95	319
Zimbabwe	769	0	884	0	356	113	2.122
Global strategy	9.329	1.232	521	0	3.628	1.600	16.310
Lobby&Advocacy/Popular Campaigning/Information&Marketing	3.250	601	1.029	0	1.135	542	6.557
<b>Total</b>	<b>28.786</b>	<b>8.545</b>	<b>5.917</b>	<b>0</b>	<b>16.378</b>	<b>9.730</b>	<b>69.356</b>

	non-MFS						
	Prog 1	Prog 2	Prog 3 excl Emerg. Assistance	Prog 3 Emerg. Assistance	Prog 4	Prog 5	Total
Afghanistan	910	1.087	674	2.752	51	456	5.929
Angola	77	182	0	0	250	15	524
Bangladesh	100	72	6	0	10	71	259
Burundi	30	0	34	31	57	0	153
Cambodia	506	0	4	0	489	19	1.019
Dem. Rep. Congo	183	595	1.103	994	111	49	3.036
Egypt	35	0	0	0	1.251	52	1.338
Haiti/humanitarian response	0	0	0	5.190	0	0	5.190
Laos	149	0	0	0	145	28	322
Maghreb & Middle East	2	0	0	0	975	360	1.337
Mali	38	971	0	0	82	0	1.090
Morocco	0	0	0	0	44	47	91
Mozambique	1.206	323	170	77	4.069	811	6.656
Myanmar	157	290	193	325	69	7	1.041
Niger	303	15	407	5.052	38	18	5.832
Nigeria	196	960	-6	29	114	50	1.344
Pakistan	65	407	1.185	4.073	20	25	5.774
Palestina occ t	3	968	824	138	821	496	3.249
Rwanda	52	4	0	62	163	36	318
Senegal	78	10	0	0	53	0	141
Somalia	1.162	459	774	12.005	140	5	14.545
South Sudan	93	284	283	283	145	18	1.105
Sudan	65	9	0	677	94	40	886
Uganda	1.599	235	4	0	1.249	60	3.147
Vietnam	258	0	2	0	102	49	411
Yemen	0	0	0	0	123	53	176
Zimbabwe	428	0	368	0	244	14	1.054
Global strategy	3.772	4.867	464	128	2.140	1.008	12.377
Lobby&Advocacy/Popular Campaigning/Information&Marketing	4.682	714	533	1.277	1.793	620	9.618
<b>Total</b>	<b>16.148</b>	<b>12.451</b>	<b>7.021</b>	<b>33.094</b>	<b>14.844</b>	<b>4.405</b>	<b>87.963</b>

**Table: cash-flow MFS (in € x 1000)**

<b>Total MFS 1-1-2012 cfm fund overview annual account 2012</b>	<b>3.012</b>
received subsidy MFS-2 2012	74.341
intrest	130
currency exchange	-40
<b>Total received MFS</b>	<b>74.430</b>
projects and programs (incl advocacy by partners and partner support)	63.015
advocacy Oxfam Novib / Popular campaigning	6.557
Information & Marketing	0
Costs fund raising	0
Management & Administration	1.560
<b>Total spent MFS</b>	<b>71.132</b>
<b>Total MFS 31-12-2012 cfm fund overview annual account 2012</b>	<b>6.310</b>

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

	<b>MFS</b>	<b>non-MFS</b>	<b>Total</b>
program 1	28.786	16.148	44.934
program 2	8.545	12.451	20.996
program 3	5.917	40.116	46.033
program 4	16.378	14.844	31.222
program 5	9.730	4.405	14.135
<b>Total</b>	<b>69.356</b>	<b>87.963</b>	<b>157.319</b>

**Table: Explanation division of expense cfm model RJ650 (transfers in k€)**

	<b>spent on objective structural poverty reduction (cash basis)</b>	<b>program 1</b>	<b>program 2</b>	<b>program 3 excl Emergency Assistance</b>	<b>program 3 Emergency Assistance</b>	<b>program 4</b>	<b>program 5</b>
Subsidies and contributions	108.948	31.117	14.594	8.977	22.887	21.578	9.794
Payments	2.423	692	325	200	509	480	218
Outsourced work	3.541	1.011	474	292	744	701	318
Publicity, communication, other action costs	6.391	1.825	856	527	1.343	1.266	575
Personnel costs	23.466	6.702	3.143	1.934	4.930	4.648	2.110
Accomodation costs	584	167	78	48	123	116	52
Office and general costs	10.989	3.139	1.472	906	2.309	2.177	988
Write-offs	1.193	341	160	98	251	236	107
<b>Total</b>	<b>157.535</b>	<b>44.994</b>	<b>21.102</b>	<b>12.981</b>	<b>33.094</b>	<b>31.201</b>	<b>14.162</b>

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

<b>Reconciliation Spent on objective structural reduction with P/L-statement</b>	<b>k€</b>
Spent on Objective Structural Poverty Reduction cfm P/L-statement	146.287
more transfers than approvals (cfm fund overview annual account 2011)	11.248
Spent on Objective Structural Poverty Reduction transfer-basis	157.535

*Note 1:* In the annual account under 8.7.4 a more elaborate explanation regarding the difference between transfer- and accrual basis

*Note 2:* The difference between Spent on the objective on cash basis (k€ 157.535 and the the total of spent in the table spent by outcome indicator and the table spent per country per programme (k€ 157.319) regards the difference between the amount transferred to the alliance-partners and the amounts spent by the alliance-partners (transfer basis).

**Table: Attribution Costs Management & Administration**

<b>Costs Management &amp; Administration</b>	<b>in € x 1000</b>
Attribution Management & Administration to program 1	902
Attribution Management & Administration to program 2	423
Attribution Management & Administration to program 3	924
Attribution Management & Administration to program 4	625
Attribution Management & Administration to program 5	284
Attribution Management & Administration other	208
<b>Total Management &amp; Administration</b>	<b>3.366</b>

## Annex 2: Baseline MDG's and International Lobby and Advocacy

### Baseline results MDG's per programme

#### Programma 1

Inter-vention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	1	No. of women and men (small-scale crop farmers, cattle farmers, fisher folk) able to use sustainable production methods enabling them to better protect and use sustainably their livelihood resources.	322,968 people
DAB	2	No. of women and men in rural areas using financial services such as credit, savings and micro-insurance and product innovation services and marketing training.	255, 923 people
DAB	3	No. of women and men (small-scale farmers) using effective adaptation techniques developed by partner organizations.	50,816 people
MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.7; based on 39 partners assessed
MO	5	No. of partner organizations providing financial services that are better able to reach the poorest groups with their financial services (especially women).	Average score: 3.2; based on 11 partners assessed
MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 4 partners assessed
MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score: 2.0; based on 1 partner assessed
MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	No partner assessed yet
BB	10	No of policy changes regarding legislation, regulation and/or practices on access to property or inheritance rights and/or compensation mechanisms for loss, in the fields of land and water and preservation of biodiversity in particular to the benefit of women.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	11	No of policy changes regarding pro-poor markets and financial systems	
BB	12	No. cases that reveal the contribution to functioning of pro-poor adaptation plans.	
BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	
BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
KIM	16	No. of cases (academic studies) on issues on struggle for land, water and food	0 cases
KIM	17	No. of cases by nationally and globally operating partner organizations documenting examples of alternative economic models, together with knowledge institutes	0 cases

## Programme 2

Inter-vention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	19	No. of women and men (girls and boys) that benefitted from access to quality education where possible in co-operation with national authorities	197,183 people
DAB	20	No. of women and men (youths) more able to make use of good preventive sexual reproductive health information and services (such as a constant offer at an affordable price of the female condom)	53,558 people
MO	21	No. of partner organizations able to involve parents, teachers and students in planning, implementation and monitoring of the education activities of themselves and the authorities (including budget monitoring)	Average score: 2.5; based on 15 partners assessed
MO	22	No. of partner organizations working in the area of SRHR that are able to involve people living with HIV, youths and women in a better way in their programs.	Average score: 2.8; based on 8 partners assessed
BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level .	
BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	
KIM	26	No. of cases showing that the effectiveness of education interventions has grown due to capacity building and learning trajectories on quality education and on effectively influencing donors, governments and communities to promote good quality (secondary) education especially for girls.	0 cases
KIM	27	No. of cases showing that the effectiveness of programs has increased due to learning trajectories and knowledge exchange on mainstreaming HIV.	0 cases

### Programme 3

Inter-vention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	28	No. of women and men (women in particular) in fragile states more able to protect themselves against violent conflict and to limit damaging effects.	75,694 people
DAB	29	No. of women and men (women in particular) more able to protect themselves against disasters.	52,289 people
DAB	54	Number of people that received humanitarian aid in disaster areas according to international standards.	308,700 people
MO	30	No. of partner organizations working in fragile states that is better able to program conflict sensitively and promote women leadership in conflict affected areas (conform UN resolution 1325).	Average score: 2.7; based on 10 partners assessed
MO	31	No. of partner organizations in risk areas that have included community based disaster risk reduction in their work methods.	Average score: 2.0; based on 8 partners assessed
MO	32	No. of local organizations that have the capacity to provide quality humanitarian response according to international standards (Sphere and Code of Conduct) when necessary and has improved its accountability towards the local people.	Average score: 3.2; based on 12 partners assessed
MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid.	Average score: 3.0; based on 4 partners assessed
BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325).	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
KIM	35	No. of cases revealing that the capacities of partners organizations in fragile states in the field of conflict transformation and protection of civilians have been strengthened thanks to knowledge exchange with knowledge institutes.	0 cases
KIM	36	No. of cases revealing that the capacities of partner organizations in the field of community based disaster risk reduction were enhanced thanks to the exchange of knowledge with each other and with knowledge institutes.	0 cases

## Programme 4

Inter-vention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	37	No. of women and men (women in particular) in marginalized groups having access to information and decision-making by using ICT and new media.	59,231 people
DAB	38	No. of women and men that benefit from improved (access to) legal systems (amongst others through legal aid).	93,952 people
DAB	56	No. of women and men that are legally empowered through increased awareness about their rights.	20,673 people
MO	39	No. of cases of demonstrably improved professionalism of southern media and citizen journalists (bloggers) (among others in gender sensitive fashion).	MO indicator specifically formulated: 0 cases
MO	40	No. of partner organizations with stronger capacity for monitoring governments and private sector on obligations and duties in their budget (income and expenditure) with specific attention to impact on women.	Average score: 2.5; based on 37 partners assessed
MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	MO indicator specifically formulated: 0 cases
BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments, (inter)national institutions and companies are accountable for the adverse effects of their interventions on human rights and especially women rights.	
KIM	44	No. of cases revealing that methodologies developed and exchanged by partner organizations and knowledge institutes in joint knowledge processes resulted in improved access of citizens to relevant and reliable information (amongst others by providing access to government and corporate information, gender awareness in the media, edutainment and protection of journalists).	0 cases
KIM	45	No. of cases that show how partner organizations use new tools to measure and improve the legitimacy and risk management of organizations, with a special focus on (women) organizations in countries with repression and conflict.	0 cases

## Programme 5

Inter-vention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
DAB	46	No. of men and women with positive changes in their behavior regarding women's right to bodily integrity.	50,458 people
DAB	47	No. of women showing more leadership in their sphere of influence (local and/or national politics and local and/or national government).	40,050 people
MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights.	Average score: 2.6; based on 26 partners assessed
MO	49	Number of partner organizations that has developed sufficient capacity for implementing gender sensitive programs (that score a green light on the Gender Traffic Light assessment).	Based on 59 partners assessed, 59.3% (35 partners) scored green on the Gender Traffic Light assessment tool
BB	50	No. policy changes of government showing the adoption and enforcing of regulations or legislation regarding human rights of women, especially their right to integrity of the body and their right to social and political participation.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table.
KIM	52	No. of cases that show that partner organizations have more capacity with regard to programs, lobby and advocacy initiatives related to women's right to the integrity of the body and the promotion of female leadership at national, regional and global levels (thanks to exchange of practices).	0 cases
KIM	53	No. of cases that show that partner organizations have more capacity with regard to gender mainstreaming during the design and implementation of programs, lobby and advocacy initiatives (thanks to exchange of practices).	0 cases

## Baseline results International Lobby and Advocacy

Result area for international lobby en advocacy	Number of IMPACT alliantie's program	Intervention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	1	MO	4	No. of partner organizations better able to communicate at the national and international levels the voice of people in rural areas living in poverty.	Average score: 2.9; based on 8 partners assessed
Agenda setting	1	MO	6	No. of partner organizations with stronger lobby and research capacity on climate adaptation and pro poor financing of climate adaptation on the national and international agenda.	Average score: 3.0; based on 3 partners assessed
Agenda setting	1	MO	7	No. of globally working partner organizations with stronger lobby capacity for getting onto the agenda of regional and international bodies (EU, AU, etc.), investors and internationally operating companies the issues emerging from national organizations about land, water and food.	Average score 2.4; based on 14 partners assessed
Agenda setting	1	MO	8	No. of globally working partner organizations with enhanced lobby-, network- and research capacity for influencing international institutions and internationally operating companies with a pro-poor agenda.	Average score 3.0; based on 5 partners assessed
Effective participation in policy formulation	1	BB	13	No of policy changes in internationally operating companies and international institutions on natural resources and biodiversity	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Effective participation in policy formulation	1	BB	14	No of policy changes regarding governments, international financial and trade institutions and multinational companies (via e.g. the Fair Banking Guide)	
Effective participation in policy formulation	2	BB	23	No. of policy changes by national governments and global actors on improved quality of their education policy (e.g. by better reaching girls, innovations in curricula and teaching methods, and by hiring and training teachers) and the implementation of this (these) policies at national level	
Effective participation in policy formulation	2	BB	24	No. of policy changes by national governments and global actors to provide more and better sexual and reproductive healthcare and HIV services for women and youths at country level	
Effective participation in policy formulation	2	BB	25	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for SRH services at country level.	
Effective participation in policy formulation	2	BB	55	No. of policy changes by governments and global actors (donors, IFIs, companies) to make available more sustainable funding (changing relation between domestic resources and aid) for quality education at country level.	

Result area for international lobby en advocacy	Number of IMPACT alliantie's program	Intervention strategy	Number of the IMPACT alliantie's outcome indicator	Outcome indicator description	Baseline by 30 June 2011
Agenda setting	3	MO	33	No. of partner organizations that show (through cases) that they are able to communicate the voice of civilians in conflict situations in the international debate on conflicts and on quality of (inter)national aid	0 partners assessed
Effective participation in policy formulation	3	BB	34	No. of policy changes by national governments and/or the international community showing they have contributed to better civilian protection (above all of women in conflict situations, and thus apply Resolution 1325)	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table
Agenda setting	4	MO	41	No. of cases revealing that globally linked citizens and globally operating partner organizations have strengthened their capacity to hold governments, businesses, international institutions and civil society organization accountable for power abuse, corruption and gender injustice through the use of ICT and new media.	
Effective participation in policy formulation	4	BB	42	No. of cases at national and global level placing the repression of civil society on the agenda of international institutions and national governments (donors and recipients) and moving them to protecting space for civil society amongst others by relaxation of restrictive NGO regulation and legislation.	
Effective participation in policy formulation	4	BB	43	No. of cases revealing that countries and international institutions have improved public access to (budget) information of governments, businesses and institutions, under pressure from lobby by the Impact alliance and partner organizations. Due to this pressure, governments, (inter)national institutions and companies are accountable for the averse effects of their interventions on human rights and especially women rights.	
Agenda setting	5	MO	48	No. of women's organizations and networks (at different levels) strengthened and, as a result, working more effectively on promoting and protecting women's human rights	average score: 3.7; based on 10 partners assessed
Effective participation in policy formulation	5	BB	51	No. of policy changes for sufficient resources and a functioning system for the UN's Women's Agency, enabling it to monitor the implementation by governments of human rights frameworks for women's rights (including the integrity of the body) and influencing them.	Because it is impossible to consolidate the baseline for policy changes a few examples are given at the bottom of this table



