



# RESULTS REPORT 2020

JUNE 2021



**OXFAM**  
IBIS

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This Results Report covers the results of Oxfam IBIS, Denmark.  
Oxfam is a Confederation of 20 affiliates around the globe working in 86 countries.  
Please read more on [www.oxfam.org](http://www.oxfam.org)

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# ABBREVIATIONS

ALP	Accelerated Learning Programme
AU	African Union
CBO	Community based organisation
CDC	Citizen's Dialogue Framework - Cadre de Dialogue Citoyen
CISU	Civil Society in Development
CLADE	Latin American Campaign for Education
COICA	Coordinating Body of Indigenous Peoples in the Amazon Basin
CSO	Civil society organisation
DAPP	Danish-Arab Partnership Programme
EC	European Commission
ECOWAS	Economic Community of West African States
ECPI	Education Community of Practice and Influence
EJID	Economic Justice and Inclusive Democracies
EOL	Education Out Loud
EiE	Education in Emergencies
EU	European Union
GBV	Gender-based violence
GCE	Global Campaign for Education
GPE	Global Partnership for Education
ICT	Information and communications technology
IDP	Internally displaced people
IEC	Information, education and communication
IFC	International Finance Corporation
IFU	Investment Fund for Developing Countries
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organisation
INGO	International non-governmental organisation
LEG	Local Education Group
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
NANA	Development Support Association
NGO	Non-governmental organisation
NEC	National Education Coalition
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPS	Operational Performance System
PRODESSA	El Proyecto de Desarrollo Santiago
RLO	Refugee Led Organisations
SDGs	Sustainable Development Goals
SGBV	Sexual and gender-based violence
Sida	Swedish International Development Cooperation Agency
SP	Danida Strategic Partnership
SRHR	Sexual and reproductive health and rights
TEAC	Transformative Education for Active Citizenship
ToC	Theory of Change
TVET	Technical Vocational Education and Training
UN	United Nations
USD	United States Dollar
VNR	Voluntary National Reviews
WASH	Water Sanitation and Hygiene
WPS	Women, Peace and Security
YEG	Youth, Education for Active Citizenship and Gender Equality programme
YPE	Youth Participation and Employment programme
YSAT	Youth Social Advocacy Team

# EXECUTIVE SUMMARY

2020 was a challenging year because of the outbreak of the COVID-19 pandemic and the impact it had on economies, the social fabric and vulnerable people that we are working with, not least in developing and already fragile contexts. It impacted on the set strategies and plans for implementation of the entire programme. The prompt responses and flexibility shown by the Danish Ministry of Foreign Affairs enabled Oxfam IBIS to quickly initiate a re-programming process with country offices and partners in order to adapt projects and programmes under the Strategic Partnership to safeguard communities from infection and the negative consequences of lockdowns. Similar, quick COVID-19 adaptation was managed in relation to other partnerships such as the Global Partnership for Education's Education Out Loud fund, the Danish Arabic Partnership Programme, and the European Union funded programmes.

Despite the challenging context for partners and country offices, 2020 was overall satisfactory for Oxfam IBIS with significant results and progress being made towards strategic objectives and targets in the Global Results Framework 2018-2021.

2020 marked the third year of Oxfam IBIS' overall strategy 'Fighting Inequality (2018-2022)' with the overall aims to fight inequality and poverty and work for just societies, where all people have equal rights, access, and opportunities. We do that mainly through four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies. In 2020, we implemented programmes and projects in 25 countries across Africa, Latin America, and the Middle East to achieve these aims.

The rights-based interface with civil society partners is still the basis for capacity development with the aim of strengthening civil society partners as independent agents that can help to bring about the change we mutually aspire to. Within the thematic area Transformative Education for Active Citizenship, Oxfam IBIS achieved notable results through its partners and progress within the area was assessed as highly satisfactory. Oxfam IBIS continues to play a crucial role in expanding transformative programming, campaigning, and learning across the Oxfam Confederation. We performed highly satisfactorily on most indicators and all supersede cumulative targets in the Global Results Framework 2018-2021. In 2020, especially the influence exerted in relation to education policies and financing at national and global levels achieved impressive results, contributing to the quality of and access to the public education system.

Within the Economic Justice and Inclusive Democracies thematic area, programmes equally demonstrated important progress in 2020, which is assessed as satisfactory. Oxfam IBIS is on track to achieve the overall objectives and despite contextual challenges marked by shrinking space and COVID-19, we are on track to reach the set targets for 2021 and have, at this point even over-performed in relation to a few of them. Progress was made within fair taxation, protection of human rights, engagement of the private sector, gender justice and improvement of youth's human rights and economic opportunities, involving women, youth, and indigenous peoples. In 2020, good results were achieved within economic and fiscal justice where Oxfam and partners succeeded in influencing local level budgets and plans and regulatory frameworks on taxation at national and regional levels.

During 2020, Oxfam IBIS advanced the implementation of Inclusive Peacebuilding. It was a consolidating year for Oxfam IBIS' programme shift to focus on community level engagement. For the Inclusive Peacebuilding programme, the achievement of results in 2020 is on track to reach cumulative targets by 2021 and was thus satisfactory overall. We supported the peacebuilding initiatives both at community-level and at national level with the participation of women and youth, and good practices are emerging in connecting peacebuilding efforts to "nexus"-type programming. There were also strong linkages between country level engagements and regional and global advocacy, particularly on the Women, Peace and Security agenda.

In 2020, Oxfam IBIS expanded its Humanitarian Response and Education in Emergencies programmes to 17 countries, and a significant effort was put into COVID-19 responses such as water, protection, and food security and COVID-19 awareness raising and accelerated learning programmes. We are on track and have performed satisfactorily against 2018-2021 targets. Previous years' efforts have started to show results like a significant increase in our reach to crisis-affected populations, and in 2020 400,000 people benefitted from our initiatives. Oxfam IBIS is, moreover, an active humanitarian actor in the Oxfam Confederation and in Denmark.

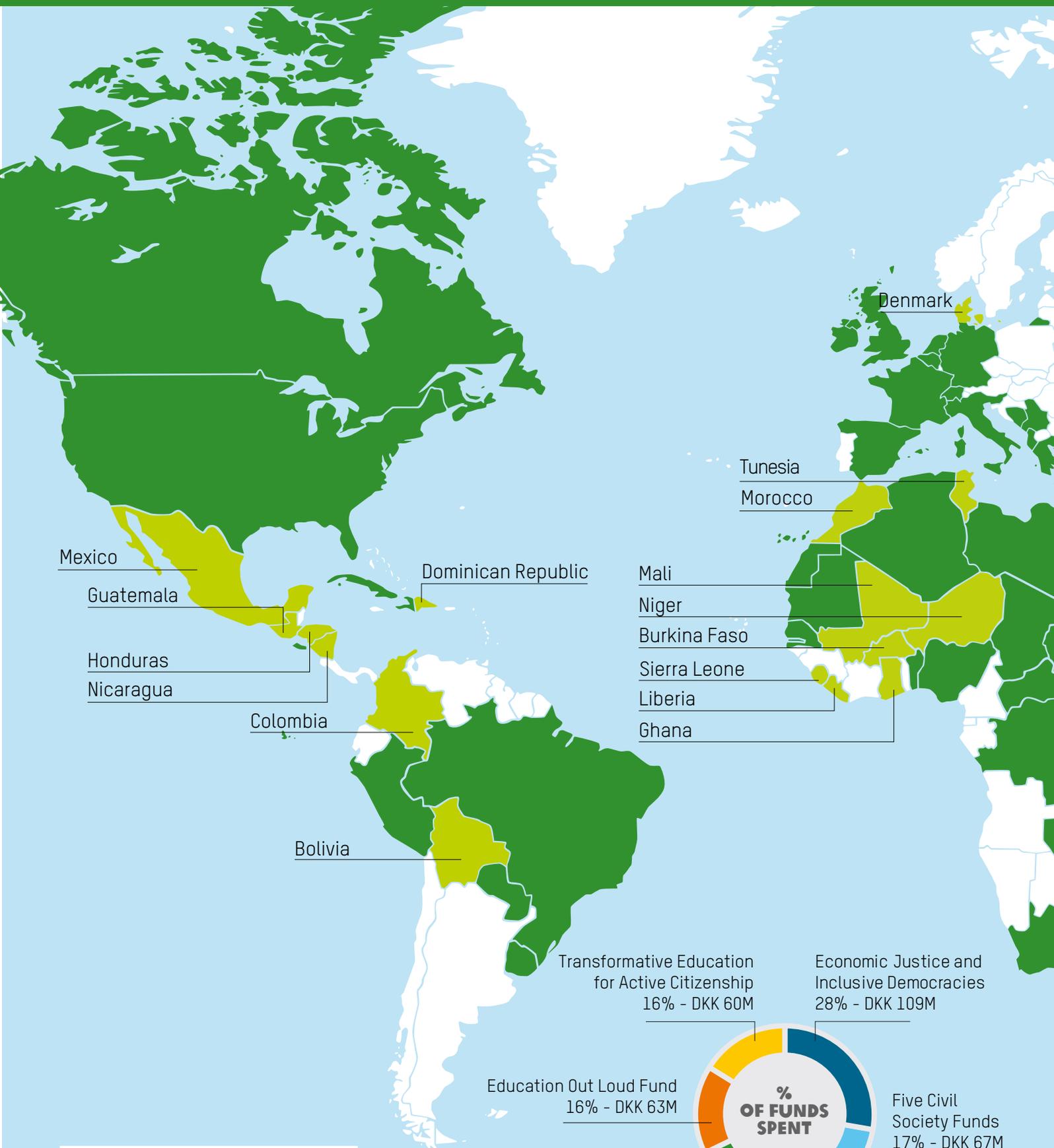
Within innovation, Oxfam IBIS advanced its experimental approach, where three areas are in focus: 1) open project design, 2) multi-purpose reporting in new formats and 3) developing the Oxfam role as convener and catalyst. New lessons were learned from flagship projects on working with information and communication technology in education and new ways to implement tax dialogues among different stakeholders.

In 2020, conditions for Oxfam IBIS' public engagement and advocacy work were notoriously challenged by COVID-19 because of social distancing and lack of possibilities for face-to-face interactions and meetings. Despite the difficult contexts, overall progress in 2020 is assessed as satisfactory and we are on track. The level of outreach and engagement was upheld with a slight increase in member base and interaction on social media. Feminist Talks, a campaign aiming at connecting Danish women with women in the Global South engaged a new target group for Oxfam IBIS and the 'Whole World in School' campaign continued to have a high number of participants and 131,500 students participated in 2020. In 2020, Oxfam IBIS had a stronger advocacy impact with 10 recommendations adopted by decision makers compared to five in 2019.

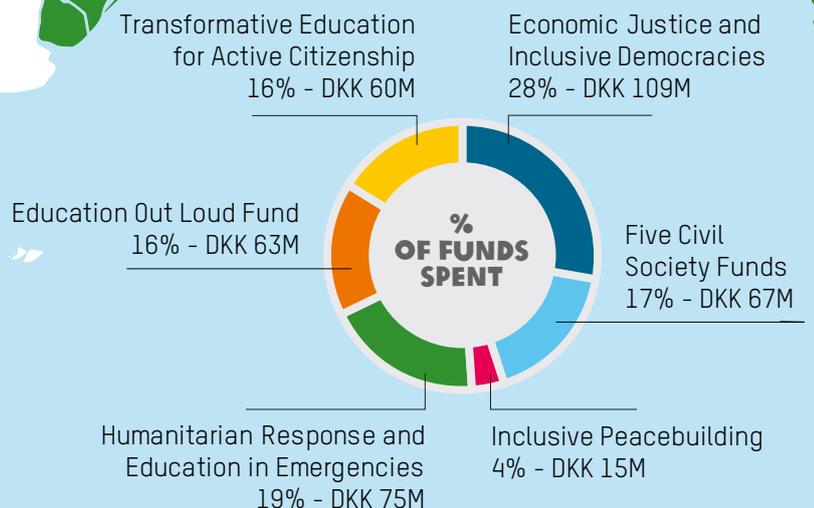
Oxfam IBIS' performance within organisational development also progressed according to plan in 2020 and was, therefore, satisfactory overall. It was possible to integrate transformative education into Oxfam's Strategic Framework, enabling Oxfam IBIS to continue the important work on developing the organisation's education profile. This was made possible because of demonstrated leverage on international agendas, and because of the participation and impact on global education advocacy drives of the Education Community of Practice and Influence's (ECPI) initiated by Oxfam IBIS. As grant agent for Global Partnership for Education's Education Out Loud civil society fund, Oxfam IBIS launched four calls for proposals during 2020, and provided grants to 77 civil society partners working on advocacy and social accountability in education planning and policy in 52 countries.

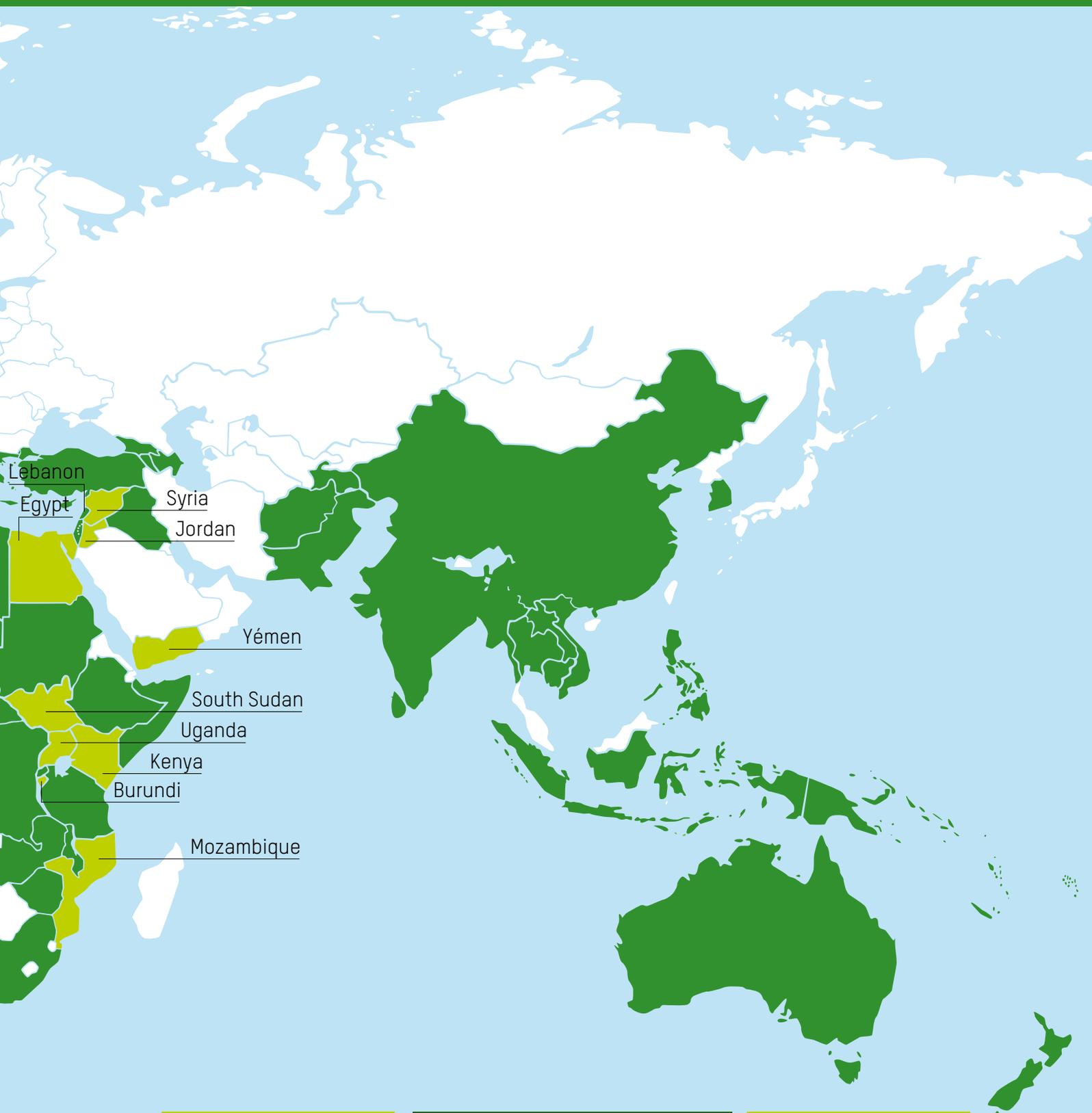
Finally, the plan to increase equity was successfully implemented. The result for 2020 with a surplus of DKK 4M leading to an equity of DKK 15M is satisfactory progress. Furthermore, the percentage of annual programme spending going directly to countries, including partner level implementation processes, was 79% in 2020, which is considered satisfactory.

# WHERE WE FIGHT INEQUALITY 2020



 Countries of engagement of Oxfam International (86)  
 Countries where Oxfam IBIS is active (26)





**214** PARTNERS SUPPORTED  
**26** COUNTRIES

**695,239**  
PEOPLE WE HAVE WORKED WITH DIRECTLY



**52 %**   
WOMEN AND GIRLS

**17 %**   
YOUTH

# 1. INTRODUCTION

Oxfam IBIS fights inequality and poverty and works for just societies, where all people have equal rights, access, and opportunities. In 2020, we implemented programmes and projects in 25 countries across Africa, Latin America, and the Middle East to achieve these aims. The programmes and projects build a holistic approach to programming that combines best practices from across our four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peacebuilding and Humanitarian Response. The different sections of this report provide details of our results and the partners and people we engaged with in 2020 across strategic, thematic, and country programme levels.

The 2020 Results Report covers the entire Oxfam IBIS' portfolio across 25 countries in Africa, Latin America, the Middle East and in Denmark. It documents the third year of the Oxfam IBIS Strategy 2018-2022 as well as the third year of the four-year Strategic Partnership with Danida. In addition to this, results from the implementation of a range of grants from various institutional donors such as the European Union, the Danish Ministry of Foreign Affairs, Sida, and the Dutch Ministry of Foreign Affairs and funding from private foundations such as Hempel Foundation and Novo Nordisk Foundation are accounted for.

2020 was challenged by the outbreak of the COVID-19 pandemic. The COVID-19 crisis worsened the context of political instability, conflict, displacement, and economic crisis in all the countries we work in. In the education sector for example, the COVID-19 pandemic is the biggest historical disruption ever to education globally. At a global level, more than 180 countries temporarily closed their schools in 2020, leaving close to 1.7B children and youth out of school when closures were at their peak. The impact on girls was harsh, and there is a risk that the pandemic will reverse the progress on girls' education made in the last 20 years. The pandemic has affected all programme implementation and priorities in 2020, which is accounted for in the Results Report.

Overall, the report is divided into four sections: the first section gives a presentation of outcome level results within our four thematic areas and COVID-19 response. The second section outlines the use of flexible funds and of Danida funds for co-financing. The third section, on country level results provides more details on results of implementation in each country supplemented by regional level achievements. Finally, the fourth section focuses on the strategic level in relation to progress on innovation and public engagement in Denmark as well as on organisational and strategic developments.

RATING	GUIDELINE
Highly Satisfactory	There were <b>minor</b> shortcomings in expected progress toward overall (strategic) objective
Satisfactory	There were <b>moderate</b> shortcomings in expected progress toward overall (strategic) objective
Unsatisfactory	There were <b>significant</b> shortcomings in expected progress toward overall (strategic) objective
Highly Unsatisfactory	There were <b>severe</b> shortcomings in expected progress toward overall (strategic) objective
Not rated	In the instances where lack of sufficient information, or other circumstances, make it impossible to assign one of the above ratings

The scale is inspired by the World Bank: "Harmonized evaluation criteria for ICR and OED evaluations". The two moderate levels have been taken out to make the scale simpler to apply.

## MEASURING AND DOCUMENTING RESULTS

Oxfam IBIS' Organisational Performance System (OPS), which facilitates learning and performance reporting at all levels in the organisation (from partners in various partner countries to the Board in Denmark), is the core foundation of the 2020 Results Report. The OPS process ensures that all results have undergone quality assurance across staff at Oxfam country offices and at Oxfam IBIS to facilitate joint consensus on the results achieved and ensure that they are an adequate representation of experiences from projects. Furthermore, the process contributes to learning both at the project level to provide information for future programming and at the organisational level to work out new and more efficient methods; it also contributes to the overall aim of the OPS to become a learning organisation and use this to constantly become better at adapting our programmes and projects to the changing contexts in which we work.

The OPS process is complemented by a set of shared global strategic indicators, enabling a cross-programme view of progress measured against thematic strategic objectives. Progress towards the objectives within each thematic area has been self-assessed by Oxfam IBIS using the rating scale presented on page 7.

## GENDER AND YOUTH AS CROSS-CUTTING AREAS

Gender justice and youth participation are areas of particular and increasing attention in Oxfam IBIS and during the last couple of years, the two areas have become more prominent in the programme work, and the outcome of our work in 2020 presented in this Annual Results Report underlines that we are a strong strategic partner in leveraging these areas.

### GENDER

In Oxfam IBIS, gender is systematically linked to the global fight against inequality. As a feminist organisation, Oxfam and Oxfam IBIS alike are applying feminist principles to guide all interventions and a gender aware and gender sensitive approach is applied in each Oxfam IBIS programme and policy initiative. We work through local partners and movements, and engaging with local women's rights organisations, young feminists' organisations and broader movements is essential for meeting our aims, ensuring that women themselves take the lead.

The achievements in 2020 include a diverse range of results emerging from engagement in building women's leadership, advancing women's economic opportunities and combatting gender-based violence (GBV). For example, in Latin America, where GBV is a tremendous problem and where, as a result of partners' advocacy, a range of institutional policies to counteract GBV were successfully implemented in a number of countries. In

Africa, women's equal involvement in peace and security has sustained the impact of initiatives.

In 2020, specific lessons learned and expertise from working in programmes were derived from identifying more effective and gender sensitive support to advancing women's employment in the Middle East and North Africa region and from new ways of substituting gender transformative education in the light of school lockdown during COVID-19.

### YOUTH

In partnership with youth-led organisations, Oxfam IBIS supports young women and men both through tailored programming focussing on skills development and the strengthening of their leadership and participation and through support to young people's participation in broader programmes to contribute to systemic change. The work is guided by the Oxfam Youth Engagement Plan and Youth Principles and we work through application of rights-based approaches.

Examples from 2020 implementation are from Ghana, where partners and youth movements played a significant role in achieving financing for and youth participation in the National Youth Authority, and Mali, where young people undertook advocacy to ensure a seat for a young person in the Community Health Association, ASACO, in Kala Siguida Municipality in the Ségou Region.

One lesson learned in 2020 was that the COVID-19 crisis created a great opportunity for introducing online communication with and among youth during lockdowns; however, there were also limitations, in particular in terms of the vulnerable or poor youth groups with no or limited internet access and skills. Furthermore, shrinking civic space had a particularly negative influence on youth participation in policy processes. In all the countries we work in, we focus on creating an environment for young people to lead change and be part of influencing and decision-making processes.

## SUSTAINABLE DEVELOPMENT GOALS

In 2020, Oxfam IBIS contributed directly to the Sustainable Development Goals (SDGs) 1, 4, 5, 8, 10, 16, 17, as well as to the additional goal 18 on youth (see annex 1 for a full overview of goals and targets that Oxfam IBIS contributed to). We also contributed to the international ambitions to 'Leave No-One Behind' and the 'Agenda for Humanity'. We apply a human rights-based approach in all programme initiatives, and we understand human rights and a rights-based approach as underlying basic principles that cut across all the SDGs. Besides the specific SDGs that our interventions contributed to directly, we contributed to practically all the others as the goals are interconnected.



# 2. TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

**138,857**

PEOPLE WE HAVE WORKED WITH DIRECTLY



**51** PARTNERS SUPPORTED

**51 %**

WOMEN AND GIRLS



**28 %**

YOUTH



- 1** NO POVERTY
- 4** QUALITY EDUCATION
- 5** GENDER EQUALITY
- 8** DECENT WORK AND ECONOMIC GROWTH
- 10** REDUCED INEQUALITIES
- 16** PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17** PARTNERSHIPS FOR THE GOALS
- 18** YOUTH EMPOWERMENT

In 2020, Oxfam IBIS made major progress towards the overall objective for the Transformative Education for Active Citizenship (TEAC) thematic area: to strengthen CSOs and alliances to claim and exercise the universal right to quality education and lifelong learning opportunities so that poor and marginalised children, youth, and adults become agents for social change. TEAC programmes were implemented in 15 countries combined with regional programmes mainly in West Africa and Latin America, as well as a global education programme. The underlying ToC is based on the assumption that when poor and marginalised people, including women and young people, are empowered through quality transformative education, they become active citizens. If they are supported within community-groups, CSOs and networks to engage in changing practice and policies, they will hold duty bearers accountable for ensuring justice and progressive development. The ToC sees education as a dynamic force for systemic change and SDG 4 as a prerequisite for reaching all other SDGs.

#### COVID-19 - AN UNEQUAL GLOBAL EDUCATION CRISIS

The COVID-19 pandemic is the biggest historical disruption ever to education globally and has also affected programme implementation and priorities in various ways. In all programme countries, schools were closed down for shorter or longer periods and in e.g. South Sudan, Bolivia, and Guatemala for most of 2020. During lockdowns, Oxfam IBIS was able to contribute to Oxfam's national responses on education and to continue planned quality education activities using education alternatives. In Mozambique, education via radio was broadcasted in communities, and in South Sudan and Uganda, teachers went by bike to remote villages to supply the children with assignments and teaching material. Oxfam IBIS and its partners paid special attention to the safety and wellbeing of vulnerable children, in particular girls. The lockdowns were harsh on girls and it is expected that many girls will never return to school because of early marriage, unwanted pregnancies or their families' need of labour. The COVID-19 crisis is add-

**TABLE 1: TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP**

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2018-2020	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
1.1.1. Number of civil society partners that have established and/or worked through strategic alliances/platforms	13	19	22	53	25	SP, EU Hempel
1.1.2 Number of publications and/or researches on education and inequality produced by Oxfam and partners	5	16	26	47	12	SP, EU Hempel
1.2.1. Number of changes in education policies – and in their financing and delivery in practice – that are influenced by Oxfam and partners	10	11	32	53	30	SP, EU Hempel
1.3.1. Number of quality education approaches and models developed/adapted and/or tested	4	13	16	33	10	SP, EU Hempel
1.3.2. Number of good practices scaled-up and institutionalized by national public education actors or/and through donor programmes	3	4	5	12	5	SP, EU Hempel
1.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity (annual)	100%	95%	94%		85%	SP, EU Hempel
1.5.1 Number of people worked with, who are engaged in the project/programme and/or directly benefit from a product or service	67,611	55,723	138,857	262,191	80,000	SP, EU Hempel

ing to the multifaceted escalating crisis of conflict and displacement, especially in the Sahel countries, Mali, Niger and Burkina Faso as well as South Sudan, Northern Uganda, and Northern Mozambique. This is combined with a deep economic crisis caused by conflict and lockdowns in all the countries, we work in.

### **INCREASED ATTENTION TO THE ROLE OF EDUCATION**

The changed priorities of stakeholders such as government and institutions towards mitigating the COVID-19 crisis, reshuffled their agenda away from quality education. However, Oxfam IBIS observed a renewed appreciation of the crucial role of teachers and the importance of transformative education and resilient education systems in counteracting increasing inequality and ensuring social and gender justice. Furthermore, the increased online opportunities during the pandemic enabled Oxfam and its partners to engage a larger number of people and new types of stakeholders on education topics. The Latin American Campaign for Education (CLADE) utilised the opportunity to expand online communication, leading to an increase in web-page visitors of 40% (250,000 visitors), due to a sub-page on education and COVID-19. Similarly, the partner, Foundation for Security and Development in Africa (FOSDA) in Ghana organised a national teleconference on the re-opening of schools with experts, authorities, and civil society organisations as panellists. It was broadcasted nationally with more than 500,000 viewers.

At the global level, Oxfam IBIS continued the global campaigning and lobbying towards and with the UN, the Global Partnership for Education (GPE), and the World Bank.

### **RESULTS ACHIEVED**

Despite the education crisis caused by the COVID-19 pandemic, Oxfam IBIS and its partners managed to adapt interventions and ensured significant achievements. The overall progress in 2020, measured against the objective, is rated as highly satisfactory. This is based on the level of results reported in 2020, including contributions to long-term changes and influence. As shown in table 1, all key indicators supersede the cumulative targets for 2018-2021. Whilst acknowledging the good results, however, it calls for a more ambitious target-setting for the next strategic period. Education Programmes reached a total of 138,857 people and worked with a total of **51 partners** (CSOs, networks and alliances). 94% of partners with partnership development plans experienced increased capacity.

22 civil society partners, many led by young people, worked through **new strategic alliances or platforms** amplifying their voices. In Niger, two of Oxfam IBIS' network partners came together in a strategic alliance

to advocate for increased financial public resources to improve quality in education. This resulted in three out of eight municipalities increasing their education budgets, also earmarking Technical Vocational Education and Training (TVET). In Ghana, a new National Youth Coalition was formed by 15 youth groups and federations, and a regional student movement in Latin America and the Caribbean, MELAC, was formed and became a member of the regional campaign for education, CLADE, also supported by Oxfam IBIS.

Oxfam and its partners produced **26 publications with evidence of inequality and education** compared to 16 in 2019. Of the 26 publication, 18 were used in advocacy work in 2020. This might indicate that during the third year of implementation, alliances and networks have organised themselves, created evidence and effectively pushed agendas. Furthermore, learning from advocacy processes has taught our partners that evidence-based advocacy makes strong cases and messages and attracts allies and broad support.

**Policy changes to improve education systems and practices** were achieved through CSO advocacy in 32 cases compared to 11 in 2019, reaching a total number of 53 changes and going far beyond the target of 30 by 2021. At the global level, Oxfam IBIS' advocacy work was carried out together with our partners and allies, such as Privatization of Education and Human Rights Consortium (PEHRC) of which the long-term Oxfam IBIS partner, the Global Campaign for Education (GCE) is a member. Oxfam IBIS' role as global education policy leader in Oxfam led to a significant advocacy victory when the International Finance Corporation (IFC), the World Bank's private sector lending arm, announced a freeze on investments in private for-profit schools in primary and secondary education (see also change story below).

In Guatemala, Bolivia, Mozambique, South Sudan, Uganda, Ghana, and Sierra Leone, Oxfam and its partners engaged authorities at national and regional levels on ways to tackle the COVID-19 education crisis. In many cases, our partners made use of an advocacy policy note provided by the Oxfam Education Community of Practice and Influencing (ECPI) led by Oxfam IBIS. The ECPI policy note highlighted the impact of the pandemic on learners and education systems all over the world, and warned of the unequal impact on learning especially on young girls in developing countries, who might never return to complete their education. Among the results was an additional financing of USD 15M to the COVID-19 education response budget in Mozambique, influenced by the partner, the Mozambique Education for All Coalition. Another example is at regional level, where education partners in West Africa influenced the regional body, Economic Community of West African

States (ECOWAS), on their guidelines to West African governments on the reopening of schools. Finally, as a result of direct advocacy by the partner Teachers' Union, UNATU, the Minister of Education in Uganda withdrew a directive, aimed at forcing education institutions to return their capitation grant, which is given to schools for each learner they attend, to Government due to school closures. This would have had serious effects on schools, teachers and learners since the grant covers schools' operational costs.

Oxfam IBIS and its partners **developed, adapted, or tested 16 new quality education approaches and models** in 2020, compared to 13 in 2019, with the aim of using these actively for advocacy, adoption and scaling up by education authorities. During school closures caused by COVID-19, our partners adopted alternative education models to maintain the teaching and learning of children and young people. Some of them were adapted from models implemented during the Ebola crisis in West Africa in 2014. Interactive radio-based learning methods were developed in cooperation with local radio stations in Mozambique (reaching about 1,305,000 children/615,000 girls), Bolivia, and South Sudan. A virtual classroom blog was created in Bolivia as an aid for teachers to develop online teaching together and this kept teachers and school directors connected. A Centre for Technological Pedagogical Resources in Bolivia was inaugurated and equipped to strengthen teacher skills in online teaching and learning, through the development of tools and methods.

**Five models or practices were scaled up** and institutionalised by national education authorities. Besides being quality education models with a gender justice focus, several of them ensure that out-of-school children and young people, including the internally displaced, are given a second chance. These programmes are particularly important for girls, who are more likely not to start an education at the right age or drop out before completion. This was the case in the conflict-torn Mali, where more than 1,500 learners, including internally displaced persons benefitted from previously developed Accelerated Learning Programmes and vocational training essential for their ability to sustain a decent living later in life. The integration of life skills such as active citizenship and peace education into the curriculum followed by improved pedagogical methods, and participation through school clubs have been scaled up to cover 102 schools in 32 municipalities in Mali. In Guatemala, the Life skills for youth programme, 'I Dare', which equips young people with improved self-confidence and awareness, was accredited by the authorities under the Ministry of Education in Guatemala and will be applied in rural secondary schools nationwide.

**Gender Transformative Education** is a key focus in almost all education programming and important results were achieved in 2020. For instance, a multi-sectoral mechanism for the prevention, reporting and referral of and response to violence against girls in school was approved and institutionalised by the Ministry of Education and Human Development in Mozambique – and will be implemented in the whole education sector. In Guatemala, a new reading comprehension certificate course for reading and writing in bilingual contexts was accredited by Teacher Training colleges. This was combined with a mobile app for bilingual indigenous children to improve their reading and writing skills and ensure gender and intercultural lenses in learning. In Niger, a school clubs' approach was adopted in 40 schools throughout eight municipalities, ensuring learners' participation and representation in school governance. Combined with intensive work with all community structures, such as community leaders, parents', and mothers' associations, this ensured an increased enrolment of girls in the eight municipalities and improved completion rates for girls, ensuring a better gender balance. A bilingual extracurricular topic on Sexual and Reproductive Health and Rights was developed in Colombia to prevent teenage pregnancies and violence and ensure a more protective environment among 4,000 Wayuu school children.

## LESSON LEARNED

In the wake of the COVID-19 pandemic, Oxfam and its partners in South Sudan and Uganda were concerned about the retention of female learners in their Accelerated Learning Programmes hosted by primary schools in urban and rural communities and settlements, which have received a significant number of refugees or IDPs. The programmes are second chance programmes which teach a condensed version of the primary education curriculum for learners who dropped out of primary school. It was found that additional activities were needed, although the programme had a strong gender focus from the beginning. Teachers were identified as crucial in terms of getting female learners back in school. Hence, teachers were provided with psychosocial training, which gave them a basic understanding of their own psychosocial needs as well as those of their learners. This was complemented with SMS messages to teachers keeping them motivated as well as radio jingles broadcasted in the communities in support of girls' education. Teachers prepared home learning packages for learners; in Uganda, this was with the support of the Ministry of Education, but in South Sudan teachers had to develop these materials themselves. The home learning packages turned out to be an important way for teachers to give individual support to learners both academically and mentally. As results show, 429 out of

the 788 learners registered for primary leaving certificate in the programme in South Sudan were female (equivalent of 54%) and out of the 429, 419 went ahead and sat the exam.

The programme offered an important interaction at a time when many of the girls were otherwise cut off from their peers and the networks that would normally support them in terms of education and protection needs. Learning from this can help us improve and adapt education efforts using this holistic approach in fragile situations as this can be adopted in similar contexts, especially with focus on marginalised girls in risk of dropping out, and not only during a lockdown situation.

## NEXT STEPS

Given the high level of results in 2020, our ToC is still highly relevant as it spans from working directly with learners, educators and communities, to strengthening civil societies, including youth organisations and networks at local, national and global levels so they can influence progressive and just policies and practice in education. Oxfam IBIS' unique position in influencing at the regional and on the global education policy scene is an important added value and contributor. This was confirmed in a recent mid-term review of Oxfam IBIS' partnership with the Global Campaign for Education (GCE) and its regional bodies. The ability to achieve the significant results relies on the added value of Oxfam IBIS' support to the education movement at all levels with the partnership approach being particularly valued by the partners.

## CHANGE STORIES

### YOUTH MOBILISES FOR SYSTEMIC CHANGE IN EDUCATION – WEST AFRICA

Youth groups, organisations and alliances supported through the regional Youth, Education for Active Citizenship and Gender Equality programme (YEG) in West Africa influenced concrete changes in Technical Vocational Education and Training (TVET) in the region. Using a multi-dimensional approach starting in 2018 in Burkina Faso, Ghana, Sierra Leone and later Niger, focus was on youth alliance building, networking and capacity development. Young people improved their representation and collective action and engaged in relentless advocacy and influencing towards government education authorities, parliamentarians, CSO allies and academia. They joined voices to improve their living conditions, life skills and access to decent jobs and put forward their own priority to improve access, quality, relevance and financing of public TVET in their respective countries.

In Burkina Faso, for example, evidence-based advocacy by the youth groups and the National Education for All Coalition contributed to ensuring that TVET infrastructure, educators and governance were included in na-

tional and municipal action plans and budgets. The plans and budgets include important elements that increase young people's access to quality TVET and include among others:

- Establishment of the National Agency for Vocational Training to reorganise the TVET sector
- Construction of five new TVET colleges, four vocational high schools, four regional TVET high schools, and two national TVET high schools
- 51 TVET teachers and 12 TVET supervisors recruited
- 27 new training standards and 13 new fields of study introduced
- Recruitment and placement of 70 trainees
- 8,106 young people supported by the Support Fund for Vocational Training and Apprenticeship (FAFPA).

In Ghana, YEG partners embarked on generating evidence and research and among other things, launched a youth-led video and engaged in consultations, which led to TVET becoming a focus area for many political parties during the Parliamentary elections. Parties made commitments based on the Youth Manifesto published by the National Youth Coalition, which was recently established by the youth groups and networks. Moreover, links between industry and the public TVET system were strengthened to ensure relevance in fields of study for labour market development. Governance and regulatory bodies were merged into one commission to take strategic decisions on TVET. Towards the end of the year, as an added value facilitated by the Oxfam IBIS regional programme, YEG partners and youth networks met online with the Education Department of Economic Community of West African States' (ECOWAS), who committed themselves to involving partners, including the youth networks, to provide inputs to the implementation plan of the existing ECOWAS' TVET strategy. This offers a good opportunity for youth driven CSOs to influence TVET delivery in West Africa.

SDG targets 1.4, 4.1, 4.4, 4.5, and 10.2 and SDG 18, the additional Danish goal on youth.

### FREEZE ON INVESTMENTS IN PRIVATE FOR-PROFIT SCHOOLS – GLOBAL

A significant advocacy victory was achieved, when the International Finance Corporation (IFC), the World Bank private sector lending arm, announcing a freeze on investments in private for-profit schools in primary and secondary education. This commitment was made in the context of U.S. approval for the IFC's General Capital Increase and followed engagement by Oxfam with the U.S. Congress, e.g. Oxfam's testimony on the dangers of low-fee-private schools in late 2019, an effort our strategic partners, Privatization of Education and Human Rights Consortium (PEHRC) and Global Campaign for Education (GCE), have supported.

Another successful advocacy effort took place in June 2020, when Oxfam IBIS together with allies including the Danish Ministry of Foreign Affairs, managed to stop the Global Partnership for Education (GPE) from funding non-state actors in education in Punjab, Pakistan without a regulatory framework being in place - as per the GPE Private Sector Engagement Strategy. The GPE Board sent the grant back to committee to deal with the non-compliance with the strategy after analysis and lobbying by Oxfam IBIS as a CSO representative on the Board of Directors of GPE together with GPE Board allies.

Soon after, the World Bank approved a loan for a 'Strengthening Teaching-Learning and Results for States' (STARS) project in India, which included a

clause regarding spending 20% of the loan amount on non-state actors. As a reaction, Oxfam India mobilised around 1,400 civil society members to raise collective voice against the loan. The mobilisation also created a buzz in the media, social media and among the key stakeholders like the World Bank Board and India's Minister of State for Education. As a result of the mobilisation, the clause was dropped in the Project Information Document along with a commitment to an Oxfam convened roundtable for greater consultation on the loan.



# 3. ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

**104,098**

PEOPLE WE HAVE WORKED WITH DIRECTLY



**98** PARTNERS SUPPORTED

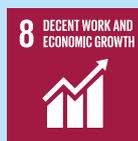
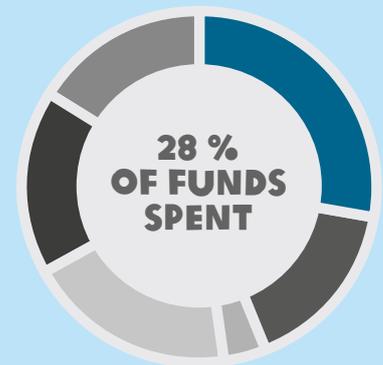
**49 %**

WOMEN AND GIRLS



**19 %**

YOUTH



Strengthening civil society organisations and movements to develop into vibrant, legitimate and democratic change agents who can hold governments and the private sector to account constitutes the core of Oxfam IBIS' theory of change and added value in our programming under Economic Justice and Inclusive Democracies (EJID). Our experience with supporting civil society organisations in pushing for and achieving significant economic and social changes has shown that if civil society is well organised in broad alliances with local, national and international organisations, and if organisations have the capacity to mobilise citizens and reach duty bearers through strong research, advocacy, media and campaigning, then they can challenge key structural barriers to sustainable development. This is happening within various areas such as gender inequality, tax havens, poor mobilisation of domestic revenue, lack of pro poor redistribution of the economy, violations of human rights and women's rights, regulation of the private sector, and the operating environment for civil society to play its role.

During 2020, despite the harsh challenges caused by COVID-19, the shrinking space for civil society in most countries of cooperation and several natural disasters in both Africa and Latin America, we made significant progress towards the overall objective of the EJID thematic area. The COVID-19 pandemic has made decades of underfinanced public healthcare and social protection evident to broader civil society. This has created an opportunity for civil society partners and Oxfam to demand a renewed focus on critical issues such as accountable governance and transparency, the spiralling debt crisis, progressive and pro-poor tax systems, illicit financial flows, equal access to vaccines, austerity policies and how developing countries can improve their economic, social and democratic resilience so they will stand stronger when facing the next crisis. These opportunities will be further explored together with our partner organisations, the Oxfam Confederation, and allies during 2021.

The results achieved in 2020 to promote economic justice and inclusive democracies illustrate Oxfam IBIS' increased capacity and success in linking the work of local and national partners in the Global South with advocacy and campaigning on e.g. civic space, human rights and tax justice at regional and international levels. This capacity has been professionalised significantly through our affiliation with Oxfam International, which has leveraged the quality of research, media outreach, networking and policy influencing. Operating as part of a Worldwide Influencing Network with offices in more than 60 countries, including presence at the EU, UN, in Washington and in major international negotiations, multiplies Oxfam IBIS' outreach and impact and is active-

ly used in our public engagement, policy and information work in Denmark.

### **SHRINKING CIVIC SPACE AND HUMAN RIGHTS UNDER PRESSURE**

Space for civic activity and participation is deteriorating across the world and the pandemic has accelerated this process. According to CIVICUS, only 3.4% of the world's population lives in countries with open civic space and almost six billion people live in 106 countries where there are serious violations of freedoms of expression, assembly, and association.

In 2020, shrinking civic space continued to have a tremendous negative impact on Oxfam's work within the area of EJID. Oxfam IBIS' partner organisations are experiencing new levels of control mechanisms set up by governments in both Africa, MENA and Latin America. Some recent NGO laws are explicitly targeting the freedom of INGOs to choose which partners to work with and which thematic areas to focus on, and the transactional costs of responding to the bureaucratic control mechanisms and arbitrary legislation of governments are increasing. Further, our partners are increasingly being harassed and criminalised. Civil society leaders and human rights defenders are facing threats, persecution, and arrest and, in worst cases, physical attacks and assassinations, a situation that prevails especially in Latin America.

To counter the multifaceted risks related to shrinking civic space and violations of human rights, Oxfam IBIS use a variety of strategies to protect civil society and demand the full enjoyment of civil and political rights for citizens. We sustain a continuous dialogue with Danida, Danish representations, the EU, the UN, and bilateral donors and institutions to mitigate risks and demand protection for democracy and human rights. At country level, we support our partners with risk mitigation plans, capacity development and crisis support, and we work with national and international alliances and institutions to claim civic space. The efforts to contest the tendencies of shrinking civic space are also carried out in the five civil society funds managed by Oxfam IBIS in Burkina Faso, Niger, Mozambique, Guatemala, and Nicaragua.

### **RESULTS ACHIEVED**

The overall progress in 2020 measured against the objectives in the EJID thematic area is assessed to be satisfactory. The results achieved during the reporting period underline Oxfam IBIS' capacity to implement high quality development programmes together with our partner organisations and the Oxfam Confederation, and to rapidly adjust to changing circumstances. Table 2 provides an overview of results measured against the global strategic targets in the Global Results Framework 2018-2021.

**TABLE 2: ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES**

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2018-2020	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
2.1.1 Number of changes in legislation, policies, policy positions, plans or budgets related to economic and fiscal justice, and financing for development at local, regional, national and/or global level influenced by Oxfam IBIS and/or partners.	17	36	38	91	80	SP, Sida, LUX
2.2.1 Number of positive changes in legislation, policies, policy positions, plans or budgets for democratic reforms and protection of human rights at local, national, regional and/or global level influenced by Oxfam and/or partners.	18	37	22	77	110	SP, Sida, LUX, EU
2.3.1 Number of cases where Oxfam IBIS and/or partners' influencing has led to improvements in private sector and other investors' responsible and sustainable investments or business conduct at local, national, regional and/or global.	3	8	8	19	18	SP, Sida
2.4.1 Number of changes in legislation, policies, strategies, plans and public administration related to create gender justice, including the reduction of gender based violence at local, national, regional and/or global level influenced by Oxfam IBIS and/or partners.	16	25	20	61	80	SP, EU, Dutch MFA
2.5.1 Number of public and private institutions' initiatives aimed at improving youth' human rights and living conditions, including employment, influenced by youth organisations, supported by Oxfam IBIS.	9	17	8	35	40	SP, DAPP/ YPE, Sida, Dutch MFA
2.6.1 Number of civil society platforms, coalitions or networks supported by Oxfam IBIS that successfully advocate for improved economic justice and inclusive democracies. Results here are included in indicators above	18	46	28	92	80	SP, DAPP/ YPE, Sida, Dutch MFA
2.7.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity	100%	72%	72%		85%	All funding sources
2.8.1 Number of people worked with, who are engaged in the projects/programmes and/or directly benefit from a product or service.	30,399	43,763	104,098	178,260	200,000	All funding sources

In 2020, Oxfam IBIS supported partner organisations within EJID in 18 countries across Africa, MENA, and Latin America. Together with our partners, we recorded 96 advocacy results vis á vis Oxfam IBIS' global indicators 2.1.1- 2.5.1. Even though, we experienced a slight decrease in the number of results for some indicators in 2020 compared to 2019, we achieved a total of 283 significant advocacy results together with our civil society

partners during the first three years of the Strategic Partnership with Danida. This is equivalent to approximately 85% of the target for the four years.

In 2020, we achieved 38 new results under the **economic and fiscal justice** indicator, an increase compared to the year before reaching a total of 91 and thus exceeding the target of 80. The results cover initiatives from local

to international level and with strong involvement of civil society alliances. For example, Oxfam and 50 CSO partners in West Africa succeeded in influencing the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (UEMOA) to change legislation and regulatory frameworks on taxation and to launch a tax transition plan that supports countries in the region in optimising their domestic revenue mobilisation and reinvesting in social protection such as health and education. In El Salvador, an alliance of civil society and academia, headed by our regional partner Instituto Centroamericano de Estudios Fiscales (ICEFI), managed to push the Government to create a Citizen Monitoring and Observer Committee of the COVID-19 Economic Recovery and Emergency Fund, which gives civil society the possibility to hold the Government accountable for the use of the Fund. This mechanism is iconic and serves as inspiration for civil society across the Latin American continent.

Supported by Oxfam IBIS, our partner organisations achieved 22 results within the indicator of **democratic reforms and protection of human rights**. This important area of work is crucial to Oxfam IBIS and is coordinated with human rights organisations, women, youth and indigenous peoples' organisations and alliances. For example, advocacy by a broad alliance of partners in Latin America led to the ratification of the Escazú Agreement by 11 governments. The agreement is binding and considered a landmark in global environmental governance as it incorporates the protection of indigenous peoples' rights, human rights defenders, access to information, rights to participation, and environmental justice. In Liberia, based on Oxfam partners' documentation of cases of rape and after massive civil society actions, the President issued a declaration on rape, proclaiming rape as an emergency in the country. The declaration was issued with a roadmap of initiatives including the appointment of a specific prosecutor to handle rape cases and the setting up a national sex offender registry.

Oxfam IBIS' priority of challenging and **engaging the private sector for responsible and sustainable investments**, tax behaviour and human rights compliance led to eight results in 2020. As part of Oxfam IBIS' campaign to end the investment by Danish pension funds in arms exporting businesses that fuel the conflict in Yemen, we launched a report mapping the investment of 16 pension funds. The report was followed by several thousand signatories to our petition, significant media coverage and dialogue with pensions funds and politicians on the need to divest from the arms industry. One concrete result was a legislative proposal put forward by the Danish Socialist People's Party to tighten investments into arms of Denmark's largest pension company – ATP, and a reference was made to Oxfam IBIS' report as docu-

mentation in the proposal. In Mexico, based on advocacy by Oxfam and partner organisations, the Government finally launched the National Human Rights Programme including a focus on business and human rights and cementing the importance of advancing human rights in Mexico.

The strategic priorities, **gender justice initiatives and work on youth human rights and living conditions**, led to a total of 29 results in 2020. In Liberia, concerted policy advocacy by civil society organisations in alliance with female lawmakers resulted in an increase of USD 20M USD in the national budget to support gender justice, children and social protection. In our MENA Youth Participation and Employment programme (YPE), Oxfam IBIS and its partners managed to create 2,318 jobs for young men and women. This was possible due to a consolidated effort in shifting to online training during COVID-19. The YPE programme scaled up its job creation with a focus on entrepreneurship, providing immediate support to entrepreneurs and small and medium-sized enterprises through seed capital for innovative ideas.

Oxfam IBIS' EJID programmes **worked with and supported 98 partners** in 2020 (82 civil society organisations or platforms and six other types of partners (public authorities, research centres and the private sector). Our partners are actively engaged in all phases of the programme cycle, and the reporting from country level underlines the significant added value of the partnership in terms of e.g. capacity development, technical assistance, financial support, risk mitigation, and facilitation of effective advocacy through alliances. 72% of the partners with Partnership Development Plans were assessed to have improved capacities. The reason for this is the new capacity building plans for 23 partners in the regional Enough programme in West Africa, which have not yet been assessed.

**104,000 people participated** in the EJID programmes in 2020, either through capacity development or advocacy processes or actively participating in one of the multiple campaigns that Oxfam organised together with our partners. 49% of these were female and 19% were young people (aged 15-24).

## LESSONS LEARNED

The harsh social and economic impact that the COVID-19 pandemic and subsequent lockdowns has had on the poorest people in Africa and Latin America, has emphasised the importance of Oxfam, partners and allies' continued advocacy for progressive taxation and reinvestment in social protection to safeguard basic rights and living conditions of the poorest populations. While the COVID-19 crisis has put the debate of social protection and economic redistribution on the table in some

countries, other governments still lack the political will and/or capacity to implement fair economic and social reforms. Oxfam IBIS and partner organisations will use the learning and momentum from the crisis to mobilise citizens and movements to advocate for the economic, social, and human rights potentials in adopting pro-poor COVID-19 recovery policies. This will require tax and redistributive reforms, but also include aspects such as spiralling debt crisis in Africa and the international negotiations of aid and financing for development.

## NEXT STEPS

The main conclusion from 2020 is that Oxfam IBIS is well on track to achieve the overall objectives within the focus area of EJID and that despite contextual challenges and the COVID-19 crisis, we are well ahead in reaching the global indicators outlined for this focus area. The Strategic Partnership between Oxfam IBIS and Danida leads to a very significant outreach and number of results within the crucial areas of EJID, always with explicit focus on involving women, youth, and indigenous peoples. The impact of our work is multiplied through the Worldwide Influencing Network of Oxfam, and through Oxfam IBIS' ability to fundraise significantly on top of Danida's contribution to our programme work within the EJID area.

## CHANGE STORIES

### SUCCESSFUL CITIZEN CAMPAIGN FOR LOCAL TAX COLLECTION – BURKINA FASO

Oxfam IBIS' partner, the NGO Organisation pour le Renforcement des Capacités de Développement (ORCADE) was, in collaboration with the local Citizen's Dialogue Framework (CDC), successful in tackling the problem of the people of Sabcé municipality refusing to pay taxes. This was mainly because they were unaware of the use of these resources collected by the local authority in their municipality. Thus, following various awareness-raising initiatives and sensitisation carried out on local radio by the local CDC, Oxfam IBIS and partners succeeded in improving the accountability of the municipality by changing the mentality of the population, who now pay their taxes and therefore are more disposed to demand accountability from local and national government. Mr. Sawadogo Boureima, a tax collector at the Sabcé market, said: "Since the arrival of the project and following the awareness-raising actions of the Sabcé CDC, I have been able to collect taxes more easily from the traders in the market. Some even come to my house to pay what they owe." CDC's have now been set up in multiple municipalities to influence local budgets and plans for better social services and, acting as a watchdog to get transparency in management of local budgets and to monitor the implementation. At the same time, a project is working at national level, where Oxfam IBIS' partners put pressure on the Government for more trans-

parency and accountability in tax and revenue collection and for increasing the public budget allocations for social services.

SDG targets 1.4, 16.5, 16.6, 16.7, 16.10 and 17.1.

### INDIGENOUS PEOPLES IN THE AMAZON ESTABLISH AN INTERNATIONAL EMERGENCY FUND – LATIN AMERICA

Oxfam IBIS' long-standing partner, the regional Coordinating Body of Indigenous Organisations of the Amazon River Basin (COICA), achieved important results in 2020 by using its strategic advocacy proficiency built up through decades. COICA represents 3M indigenous peoples and coordinates the advocacy work of the Amazon region promoting the rights and interests of indigenous peoples. When the COVID-19 pandemic broke out, COICA took leadership in responding to the pandemic and in mobilising the international community in support of the Amazon Emergency Fund. The fund was launched in May 2020 and had as of October 2020 raised USD 2.5M, which was distributed to indigenous communities (food, personal protective equipment, health supplies, support for logistics, transport and communications, as well as tools and seeds)<sup>1</sup>.

Moreover, in the same period, COICA and its nine national member organisations requested the Inter-American Commission on Human Rights to call for governments to protect the rights of indigenous peoples. In June 2020, the Inter-American Commission on Human Rights and the UN Human Rights Commission issued a joint declaration urging governments not to infringe the rights of indigenous peoples and, in particular, protect the life and health of indigenous rights defenders, and indigenous peoples in voluntary isolation and initial contact.<sup>2</sup> As these are the most critical human rights institutions in the region connected with the UN and the Organisation of American States, it was an important political statement to the governments in support of the indigenous peoples during an emergency situation. Moreover, this statement was imperative for COICA and its members in their negotiations with the governments to protect indigenous peoples from the pandemic.

Simultaneously, with the support of the regional programme, COICA managed to develop an Early Human Rights Defenders' Warning System in the Amazon, which is being tested in Peru and Ecuador. This system is the first of its kind in the Amazon and will once it is rolled out provide indigenous peoples across the region with a system to monitor and register violations of human rights in indigenous communities, and provide alarm systems to protect indigenous communities and defenders of indigenous peoples' rights.

SDG targets 10.2, 10.3, 10.4, 16.1, 16.3 and the agenda of inclusion and non-discrimination of indigenous peoples.

<sup>1</sup> <http://amazonemergencyfund.org/wp-content/uploads/ENG-Amazon-Emergency-Fund-Overview-October-2020.pdf>  
<sup>2</sup> <http://www.oas.org/es/cidh/prensa/comunicados/2020/126.asp>



# 4. INCLUSIVE PEACEBUILDING

**26,134**

PEOPLE WE HAVE WORKED WITH DIRECTLY



**23** PARTNERS SUPPORTED

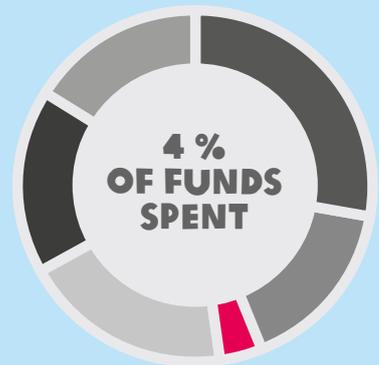
**54 %**

WOMEN AND GIRLS



**41 %**

YOUTH



The overarching focus of Oxfam IBIS' programme on the Inclusive Peacebuilding (IPB) theme is to support civil society engagement in peacebuilding efforts at national and community level. In 2020, the IPB theme plaid increasing attention to effective modalities for supporting community-led peacebuilding efforts, and to piloting different approaches to partnership in order to be more adaptive, flexible, effective, and partner-led. This attention related to the shifts in conflict dynamics at country and regional level, the impacts of COVID-19, as well as the increased maturation of the peacebuilding work of Oxfam and its partners.

In almost all eight countries undertaking peacebuilding initiatives, there was a notable increase in violent conflict. This was particularly the case in the Sahel, South Sudan, and Yemen, while the enforcement of lockdown measures also exacerbated insecurity and violence, particularly for women with rising levels of GBV and harassment, in Colombia and Uganda. In many countries, the COVID-19 pandemic also resulted in authorities further limiting civic space and the capacity of peace and rights activists to speak up about conflict issues and rights violations and to engage in ground-level peacebuilding work was severely restricted. In countries such as Colombia and South Sudan there were notable delays in the implementation of peace agreements.

Faltering peace processes in Yemen and South Sudan provided some entry points to engage in advocacy at national and regional level, while the pivot towards greater emphasis on supporting community-level peacebuilding efforts (first flagged in the 2019 Results Report) remained. In March 2020, as the pandemic began to unravel globally, the UN Secretary-General called for a global ceasefire. Oxfam IBIS played a key role in Oxfam Confederation-wide advocacy efforts to persuade Member States to buy-in to the ceasefire call, and to draw particular attention to the need to support inclusive, locally led peacebuilding efforts. This initiative included the publication of the "Conflict in the time of Coronavirus" by Oxfam and the #IMatter campaign, which spotlighted the work of our partners supported in Burkina Faso, Colombia, Yemen, and South Sudan.

There were several other campaign and advocacy initiatives which connected the work of Oxfam and partners to relevant decision-making forums, including in the context of the African Union's "Silencing the Guns" initiative and the EU Sahel Strategy. In addition, Oxfam IBIS supported the roll-out of Oxfam's #IMATTER campaign on women in crises and conflicts in the Sahel and globally, and provided both financial and technical support to a number of research, policy and advocacy initiatives particularly related to Women, Peace and Security (WPS), including the "No Time to Mourn" anthology, which

includes poems, stories and art pieces created by South Sudanese women refugees and activists, WPS policy briefs, and Oxfam's essay collection on feminist peace.

In 2020, Oxfam IBIS undertook a mid-term review of the Inclusive Peacebuilding portfolio, which took stock of the progress, results, and lessons emerging from programme implementation to date. A key element of the portfolio's relevance and added value has been to put into practice Oxfam's commitment to the localisation agenda and taking this one step further, in supporting the localisation of peacebuilding and strengthening the opportunities for women and youth, who are normally excluded from decision-making spaces, to determine their own solutions and priorities in preventing and resolving conflicts, as well as helping to amplify their experiences and priorities in higher level policy discussions.

In 2020, Oxfam IBIS expanded peacebuilding and nexus programming in Lebanon and in Mozambique (EU funds). In addition, Oxfam IBIS has continued to provide technical assistance to Oxfam in the Central African Republic's UN Peacebuilding Fund project as well as to Oxfam in Burkina Faso and Oxfam in Niger on conflict-sensitivity in collaboration with the PeaceNexus Foundation. Oxfam IBIS currently coordinates the Conflict Sensitivity Community of Practice Hub in West Africa, and together with Islamic Relief, World Vision, and PeaceNexus we have facilitated a number of training exercises for INGOs and national civil society actors across the region on themes such as remote conflict analysis, conflict sensitivity, gender sensitivity, and conflict and natural resource management. In Denmark, Oxfam IBIS acts as Chair for the Network for Conflict Prevention and Peacebuilding, a similar peer-to-peer platform which connects counterparts from across NGOs, academia, and relevant ministries, and coordinates the Danish civil society group on WPS, which, among other things, engaged in dialogue with the Danish Ministry of Foreign Affairs and provided guidance on the development of the new Danish National Action Plan on WPS, which was finalised and adopted in December 2020.

## RESULTS ACHIEVED

The overall progress in 2020 of our Inclusive Peacebuilding programmes is rated satisfactory measured against the objectives of the thematic area. There has been progress across all performance indicators, and table 3 provides an overview of Oxfam IBIS' results measured against the global strategic targets for 2018-2021.

There has been significant progress regarding support to **peacebuilding initiatives with participation of women and youth**, with 33 concrete initiatives in 2020 compared to 13 in 2019. It is the outcome of groundwork

**TABLE 3: INCLUSIVE PEACEBUILDING**

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2018-2020	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
3.1.1 Number of multi-stakeholder initiatives in peace negotiations supported by Oxfam IBIS and/or partners to include women and youth, including refugees and displaced persons	2	2	3	7	10	SP
3.1.2 Number of peacebuilding initiatives, such as multi-stakeholder dialogues, with participation of women and youth, including refugees/displaced persons	1	13	33	47	40	SP
3.1.3 Number of provisions, recommendations, or actions agreed in high-level negotiations and/or multi-stakeholder dialogues which specifically relate to the role of women and youth in peacebuilding	1	4	5	10	10	SP
3.2.1 Number of changes in international stakeholders' policies, programming and practices related to peacebuilding at global, regional and national levels in selected fragile and conflict affected contexts	2	1	4	7	7	SP
3.3.1 Number of women and young peacebuilders' organisations strengthened and enabled to participate in peacebuilding processes	N/A	10	24	34	40	SP
3.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity	N/A	91%	100%		85%	SP
3.5.1 Number of people worked with, who are engaged in the project/programme and/or directly benefit from a product or service	687	21,846	26,134	48,667	30,000	SP

with partners and community stakeholders over the past three years, which has now come to fruition. This has been critical, given the onset of COVID-19, as it has allowed Oxfam to continue to support and accompany community stakeholders into leading and engaging in peacebuilding efforts with reduced onus on Oxfam engaging or facilitating directly. The result also reflects the commitment of Oxfam IBIS and Oxfam country offices to pursuing more innovative approaches to peacebuilding, such as small grants and accompaniment support to young South Sudanese peacebuilders currently living as refugees in Uganda, and in Ghana, to youth groups and women actively engaged in communication about peace on social media and radio and in communities ahead of the national elections, which were largely peaceful despite fears of renewed vigilantism and risk of increased tensions due to COVID-19.

In 2020, five **provisions, recommendations or actions were agreed upon in high-level negotiations or multi-stakeholder dialogues**. One example is from Niger, where the governmental institution the High Authority for the Consolidation of Peace, which has the responsibility of coordinating all peacebuilding related activities in Niger, agreed to have youth representatives on the established peace committees in all municipalities. Advocacy work by our partner Réseau Panafricain pour la Paix, la Démocratie, et le Développement (REPPAD) led to the successful result.

A growing number of **women and youth-led peacebuilding organisations are supported** and enabled to participate in peacebuilding processes. In 2020, 24 organisations were supported, compared to ten in 2019. Supporting such organisations has become a core focus across all eight countries included in the peacebuilding

portfolio. In Uganda, Burkina Faso, and Yemen, this has involved emerging initiatives or organisations, and the collaboration has therefore focussed on organisational and substantive capacity support, which is now translating into more concrete results in terms of peacebuilding contributions.

This continued growth is also reflected in the number of people working. In 2020, **26,134 people participated in peacebuilding activities** especially including community mobilisation or awareness raising activities. We worked with a total of **23 partners and networks**, and all partners with a Partnership Development Plan in place reported a positive improvement of their thematic, organisational and advocacy capacities.

## LESSONS LEARNED

2020 marked the 20th anniversary of the UN Security Council Resolution 1325 on WPS – an agenda, which, in 2020, also experienced significant challenges and pushbacks from multiple directions, requiring continued reflections and efforts on how to re-approach both policy and programmatic efforts to ensure that women’s rights and roles in peace processes are meaningfully supported. One concrete illustration of this is in Yemen, where women are routinely side-lined in peace processes, including those led by international stakeholders. In 2020, it became increasingly difficult for organisations to work on gender-related issues in the northern parts of the country. As a result, Oxfam IBIS’ support to WPS and peacebuilding had to be shifted to southern Yemen, resulting in significant operational delays.

Across the board, the realities of the global COVID-19 pandemic have further reduced avenues for advocacy by women peace activists, especially towards regional and global stakeholders and fora. In the first half of 2020, there was a 40% reduction in the number of women civil society briefers to the UN Security Council, clearly demonstrating the impact of the pandemic on access and opportunity and calling into question the level of commitment amongst duty bearers to upholding women’s rights in conflict-affected contexts and the WPS agenda as a whole. Oxfam and partners have had to re-think how to keep momentum on the WPS agenda and bridge the gap between lived experiences and local-led peacebuilding priorities at the community and national level, regarding the regional and global decision-making forum. One way this has been done is through the #IMatter campaign and by providing direct support to women-led peacebuilding advocacy initiatives at the grassroots and national level, which have sought to spotlight women’s perspectives and experiences in peacebuilding.

## NEXT STEPS

Overall, Oxfam IBIS Inclusive Peacebuilding work is on track to contribute to the global results envisaged during this four-year period. The necessary adjustments in focus and approach in late 2018 and early 2019 have, by and large, been validated, as can be seen by the strengthened capacities of both Oxfam country offices and partners in their engagement in peacebuilding initiatives, both at community-level and at national level. There are also strong linkages between country level engagements to regional and global advocacy, particularly on the WPS agenda, which also informs Oxfam IBIS’ engagement in the Danish National Action Plan on WPS. At country level, good practices are emerging in connecting peacebuilding efforts to “nexus”-type programming, for example in Niger, Uganda, Lebanon and Mozambique, while community-level peacebuilding is increasingly addressing issues related to conflict, climate change and natural resources. Addressing the impact of climate change and natural resources on conflict dynamics will continue to be a key focus of Oxfam’s peacebuilding work in the Sahel, Ghana and in South Sudan and Uganda.

## CHANGE STORIES

### WHATSAPP PLATFORM AS A SPACE FOR YOUTH TO LEARN AND DEMAND ACCOUNTABILITY – MALI

Initially instated as a project coordination mechanism between the youth ambassadors and the Oxfam IBIS partner Action Mopti in Mali, the WhatsApp group quickly grew to an online platform with over 125 dynamic participants, also outside of the project, sharing their experience, observations, and their own activities. In a society shaped by customary rules and hierarchy, where young people often have limited opportunity to speak up, this online platform has become a space where they can express themselves, even if it involves traditional and formal customs often governing their lives.

While Action Mopti now moderates the platform and has introduced rules of respect, participants are the ones introducing topics and driving the discussions. Rather than replication, the key question is how to sustain this space and support youth into actually arriving at joint action. As identified by the participants of the WhatsApp group, capacity support in online communication and campaigning could be very useful in order to attract more youth to join them. Likewise, beyond only being participants in projects, many strive towards leading and implementing their own activities, calling for technical and financial accompaniment. Oxfam explores how to continue to support these youth through accompaniment initiatives.

SDG targets 16.1, 16.2 and SDG 18, the additional Danish goal on youth.

**LOCAL PEACE CHAMPION – BIDIBIDI REFUGEE SETTLEMENT - UGANDA**

“My name is Towongo Vincent. I am 29 and a father of three children. I live in Village 1. Since my arrival in 2016 (from South Sudan), I have witnessed rampant occurrences of violence during firewood collection, water points involving mostly women in my village. However, I always saw it as the work of community leaders to resolve it. Until in November 2020, when I was trained for two days as a Local Peacebuilder under the Sawa Le Salaam project by CECI (Community Empowerment for Creative Innovation). Since then, I have successfully mediated and resolved micro conflicts in ten households relating to domestic violence, theft, teenage pregnancy, and children. Also, I co-organised a joint community dialogue with both refugee and host communities through our mixed peace committee. Thus, refugee communities now access grass and firewood freely compared to before, which involved battering, and the number of cases of violence being reported per month to commu-

nity leaders have drastically dropped from 25 cases five months ago to two-three cases. I now believe that small acts can make huge change. I am fully convinced that small acts like mine, if multiplied by a thousand others could change my community forever,” Towongo Vincent, resident in Bidibidi Refugee Settlement, Uganda.

Vincent’s story demonstrates the capacity in terms of skills and knowledge that the Saving Lives Now and Future project supported by Oxfam IBIS has developed and strengthened over the last six months in community leaders, youth and women enabling them to effectively and consistently respond to and resolve local conflicts peacefully encouraging peaceful co-existence among and between the refugee and host communities in Bidibidi Refugee Settlement. It also helps to draw lessons learned for improved ways of working in peace-building initiatives.

SDG target 16.1.



# 5. HUMANITARIAN RESPONSE AND EDUCATION IN EMERGENCIES

**394,944**

PEOPLE WE HAVE WORKED WITH DIRECTLY



**53** PARTNERS SUPPORTED

**53 %**

WOMEN AND GIRLS



**9 %**

YOUTH



**19 %**  
OF FUNDS SPENT



Oxfam IBIS' programme on Humanitarian Response and Education in Emergencies aims to save and protect lives, reduce suffering and promote the rights of the most vulnerable and marginalised people affected by crisis. In 2020, we supported humanitarian responses in 17 countries. We responded to the acute and medium-term needs of crisis-affected populations and supported their rights to assistance, services and dignified lives in situations characterised by multiple crises.

The consequences of COVID-19 led to increased needs, not least for already crisis-affected and displaced populations, who often live under conditions, where COVID-19 prevention measures are very difficult to uphold. The unpredictability and uncertainties related to COVID-19 meant that much time was spent on adaptive programming, including risk management, while Oxfam and partner staff at the same time had to cope with recurring cases of COVID-19, close of office and personal commitments. Many planned activities had to be cancelled or postponed while new activities were added. All 2020 projects included COVID-19 measurements and COVID-19 related activities. Civic space continued to be restricted and not providing an enabling environment in many fragile contexts. An example of this occurred in Venezuela, where five staff members of our partner, Azul Positivo, were arrested and charged due to their humanitarian work. Finally, in 2020, there was no progress and little political will to take sustainable steps towards ending the world's major humanitarian crises or changing a non-conducive environment for rights and shared responsibility for displaced populations.

On **Education in Education (EIE)**, we used our additional humanitarian flexible funds and reprogramming of existing grants to reduce the negative impact of COVID-19 on children and young people's access to education in some of the countries where we have long-term education programmes. In addition, we continued the process of aligning to Oxfam's priority areas (WASH, food security and livelihoods, gender, and protection) and the new Oxfam Strategic Framework, and contributed actively to strengthening the work on localisation and nexus. By focusing increasingly on the capacities and resources in Oxfam we will improve results and impact, which means a further integration of our EIE interventions into these sectors and into Oxfam IBIS' work on Transformative Education.

Furthermore, we stepped up our strategic engagement, particularly in the Middle East and Kenya with funding from the Danish Ministry of Foreign Affairs and the Novo Nordisk Foundation, and the increase in our programme activities in the Regional Development and Protection Programme for the Middle East (RDPP II)

will contribute significantly to our humanitarian work. Further, we developed proposals with our colleagues and partners in Central Sahel and South Sudan, not yet approved.

Finally, we are an active humanitarian actor in the Oxfam Confederation and in Denmark, where we contributed actively with strategic input, information, and dialogue. We contributed to the development of Oxfam's Strategic Framework and further thinking on nexus including in "The Humanitarian-Development-Peace Nexus" policy paper (published 2021). In collaboration with ActionAid and Save the Children, Oxfam IBIS and our local women's rights partner in Lebanon, KAFA (Enough) Violence & Exploitation, organised the Localisation in Practice workshop "Complementarity and meaningful participation of local actors in formal coordination" for all Danish NGOs (supported by Globalt Fokus (Feb 2020)). With the Danish Ministry of Foreign Affairs, we engaged in humanitarian issues and in specific crises (such as Syria, Lebanon, Yemen, and Central Sahel) as well as global processes such as Call to Actions on Protection from Gender-Based Violence in Emergencies and ongoing pledges. Furthermore, Oxfam IBIS was a member of the grant committee of CISU's (Civilsamfund i Udvikling) Danish Emergency Relief Fund.

## RESULTS ACHIEVED

The overall progress in 2020 of Oxfam IBIS' programmes within Humanitarian Response measured against the objectives of the thematic area is rated satisfactory with good results achieved. The rating is based on the achievements measured against the global strategic targets for 2018-2021. Table 4 presents an overview of the results in 2020.

Oxfam IBIS **reached a total of 394,944 people** and adding this to the 2018-2019 results, it makes a total of 561,743 people, which is a performance of 167.5 % of the expected end target with one year left of the period. 369,891 people benefitted from humanitarian responses such as water, protection, and food security, including COVID-19 related actions in all countries. 5,892 benefitted from Education in Emergencies and completed a course or quality education module in South Sudan, Uganda, Mali and Jordan and 19,161 learners (children, youth and teachers) were ensured a safe and secure learning environment mainly, in Yemen and Syria.

Due to COVID-19, we only expect to reach approximately 75% of the end target (of 75,000) for safe and secure learning environment, but we also expect to see a significant increase in numbers of crisis-affected populations who have increased access to WASH, protection, food security and livelihoods, often as integrated responses including gender and gender-specific needs.

**TABLE 4: HUMANITARIAN RESPONSE AND EDUCATION IN EMERGENCIES**

KEY PERFORMANCE INDICATOR	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2018-2020	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
4.1.1 Number of children, youth and adults (m/f) – who have completed a course/education module of quality	2,149	2,875	5,892	10,916	10,000	SP Danish MFA Novo Nordisk
4.1.2 Number of learners (children, youth and teachers) with access to increased safe & secure environment	10,748	18,874	19,161	48,783	75,000	SP Danish MFA
4.2.1 Number of people (m/f) who have received quality humanitarian assistance such as water, protection and food security	8,220	123,933	369,891	502,044	250,000	SP Danish MFA Novo Nordisk
4.3.1 Percentage of Oxfam IBIS' humanitarian funding managed by local civil society organisations (annual)	16%	21%	23%		25% by 2021	SP Danish MFA Novo Nordisk
4.4.1 Number of actions influencing key policy developments and adherence to international commitments in particular on education in emergencies, nexus and localisation	1	2	6	9	25	SP Danish MFA
4.5.1 Percentage of partners showing improved organisational, thematic and/or advocacy capacity (annual)	100%	86%	100%		75%	All Oxfam IBIS' funding

We stepped up our work on localisation. We **worked with 53 local partners** – 27 of these were partners in short-term emergency interventions funded by Danida flexible funds, where interventions are of short-term and with no long-term capacity building plans. This means that only 21 of the 53 had development plans and all (100%) were assessed to have improved capacity. Most partners were existing Oxfam partners, but we also engaged with a few new local organisations in 2020. In Uganda, Ethiopia, and Turkey, we worked directly with refugee-led organisations (RLOs) in humanitarian response activities. Community-based groups do also play a role in humanitarian response delivery, data collection, and collaboration with affected populations and other local actors.

On **key policy development and adherence to international commitments, six results were achieved.** We contributed to influencing work related to the protracted crises in Syria, Yemen, and Central Sahel, including providing documentation, evidence-based policy docu-

ments and strong voices from local to global levels. This contributed to increased (temporary) humanitarian access in Yemen and Syria, and together with Danish NGOs we contributed to keep localisation on the humanitarian agenda by increasing local voices in Grand Bargain workstreams (cash and localisation). However, in 2020, the COVID-19 pandemic severely affected the ability to advocate for long-term systemic change and there were setbacks, including inaccurate and reduced humanitarian funding for all crises. As a result, the target of 25 accumulated policy changes by 2021 will be difficult to achieve, but this can, to some extent, be explained by the fact that Education in Emergency influencing work is reported under Oxfam IBIS' Transformative Education and Active Citizenship thematic area.

In 2020, **23% of the total spending was transferred to local partners**, which is an improvement compared to last year (21% in 2019). Four interventions had no or little local partner engagement because of large scale cash programming (Kenya and Syria) and due to difficul-

ties in approval processes by local authorities as well as the severity of the COVID-19 pandemic, it became impossible to include the planned partners in Yemen and the partnerships were only partly achieved in Syria.

## LESSONS LEARNED

COVID-19 and the restrictions of movements accelerated the use of digital communication such as SMS, WhatsApp and Teams for remote engagement, awareness building, data collections, monitoring, and meetings. However, it also became evident that it requires prior knowledge and understanding of the context and network at community level to use digital communication and some services are more effective face-to-face. Further, advocacy is often more difficult in virtual events as informal meetings and exchanges are limited.

Refugee-led organisations are important and should be included in humanitarian responses but need a different type of and a stronger support than more conventional organisations. Therefore, it became important to approach capacity as a competency beyond technical and operational skills, and as collaboration, motivation, contextual knowledge, influencing, resource mobilisation, which local actors can contribute. Thus, other indicators than a percentage of funding transferred are needed. Similarly, it will be important to reflect further on localisation and larger scale cash transfer programming and localisation in restricted environments as indicated above.

We carried out two learning reviews on recent work with literacy and skills development in conflict and fragile contexts. The reviews highlighted that we have valuable experiences with skills development and literacy that we can build on across the humanitarian-development divide. Literacy is seen as a unique platform for reaching the most vulnerable and ensuring no one is left behind, especially women and some of the most marginalised groups, including transgender, people with disabilities, survivors of GBV, single-headed households, widows, etc. It was further highlighted that linking education and livelihood skills was of key importance to retain learners and to build resilience in communities that are challenged by various types of crisis. We will building on these best practices in future programming.

## NEXT STEPS

At the general level we are on track. Previous years' efforts have started to show results like a significant increase in our reach to crisis-affected populations and geographically, we now have a consolidated engage-

ment in the Middle East (Lebanon, Syria and Yemen in particular) and increasingly in Central Sahel (Mali, Burkina Faso and Niger). We will continue to explore opportunities and increase the scope and quality of our humanitarian work in these regions. We do also link our community engagement to relevant global processes including a Grand Bargain 2.0 and the Call to Action. On localisation we will continue to work for increased funding for local actors, but also for identifying modalities for developing the partnerships with local actors, not least in very complex contexts. We will continue to focus on refugee-led organisations and community-based groups in our work for increased local humanitarian leadership. In addition, nexus approaches will be strengthened where relevant, building on best practices.

## CHANGE STORY

### REFUGEE-LED ORGANISATION STRENGTHENED AS LOCAL HUMANITARIAN ACTOR - UGANDA

In 2020, Oxfam IBIS' local partner, Youth Social Advocacy Team (YSAT) demonstrated its capacity as a humanitarian actor. YSAT is a South Sudanese refugee and youth led organisation based in Northern Uganda and during COVID-19, the organisation showed that it is a timely and effective responder to humanitarian needs. YSAT is increasingly recognized locally and nationally as an actor including in the 2020 established Charter for Change Working group in Uganda, a network composed by more than 45 local and national organisations. In addition, YSAT succeeded in obtaining direct funding from Need-List and UN agencies like the World Food Programme, besides Oxfam IBIS.

Oxfam IBIS has supported technical and organisational capacity strengthening of YSAT through training, coaching, and mentoring and we have transferred funding, which have strengthened the partner's track record. This has led to access to direct funding and not least contributed to building YSAT's network to refugee-led and other local organisations and national and internal stakeholders including participation in regional and international events. Our support to YSAT is part of Oxfam IBIS' international commitment to localisation and meaningful participation of refugees.

SDG target 10.2.

# 6. COVID-19 RESPONSES

2020 was marked by the COVID-19 crisis, which negatively affected communities through disease and lockdown measures. This section presents an overview of how Oxfam IBIS responded to the crisis. Details of results from COVID-19 responses can be found in country sections and on the addendum to the summary results framework in annex 2.

Based on the flexibility shown by the Danish Ministry of Foreign Affairs (MFA), Oxfam IBIS worked quickly to implement responses across the fourteen programme countries under the Strategic Partnership (SP) in March and April 2020. These were tailored to specific contexts and implemented either as separate budget lines under existing projects and programmes or by pooling funding into Oxfam national responses. This section does not include Danida flexible funds for urgent humanitarian crisis response, which is accounted for in another section.

## OPERATING ENVIRONMENT

Reflecting Oxfam IBIS' evidence-based approach to programming, the addendum to the summary results framework (annex 2) integrates indicators to track the impact of COVID-19 on the operating environment. This enabled us to respond to changes over time and meet the needs of communities:

- Communities faced a dual challenge: to fight the pandemic and deal with the negative effects from lockdowns. As infections rose, governments took increasingly stringent measures to combat the disease.

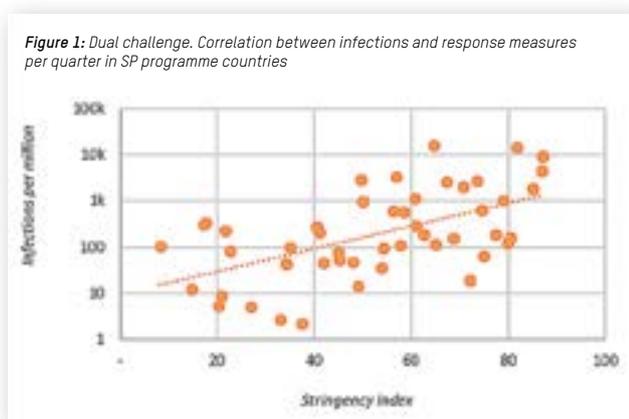
In fact, there was a correlation between infections and the stringency of responses in SP programme countries (illustrated in figure 1).

- National lockdowns have widespread implications across societies. In 2020, these included disproportionate impacts on the informal economy, school closures, increased conflicts and gender-based violence (GBV). For example, a study by Oxfam showed how domestic violence increased dramatically during lockdowns due to families spending more time in the home.<sup>3</sup>
- Oxfam IBIS utilised this knowledge to focus our responses on five themes to prevent infections and alleviate negative effects from government measures: awareness-raising and WASH, fighting inequality, continued education, peacebuilding and GBV. In total, 12% of budgets were reallocated to COVID-19 responses.
- Impacts from the pandemic were unevenly spread throughout the year. Infection rates remained low in SP programme countries during Q1, rising sharply in Q2 and Q3 before stabilising in Q4. There was an equally delayed effect for response measures. The Oxford University Stringency Index tracking lockdown measures peaked in Q2 before gradually easing.<sup>4</sup> School closures in Q2 affected 91% of pupils in SP programme countries, a percentage which fell to 83% in Q3 and 51% in Q4 as restrictions were eased.

## OPERATIONAL CAPACITY

The pandemic impacted the ability of Oxfam IBIS and our partners to implement planned projects. It also represented a measure for how we respond to crises and utilise agile programming to meet changing needs. This is reflected in the second section of the addendum to the summary results framework:

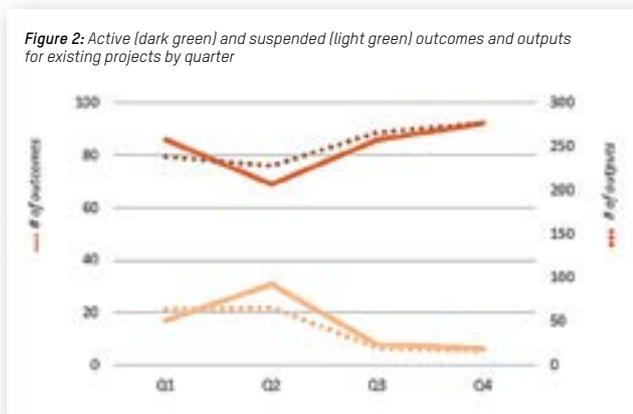
- Danida funding contributed 11% of funding for COVID-19 responses in SP programme countries. Funds supported responses related to existing projects or contributed to national responses spanning funding streams. For example, Danida funding accounted for 57% and 42% of budgets for the national responses in Ghana and Liberia. Similarly, it accounted for approx-



<sup>3</sup> Oxfam International 2020, No One Is Safe from Coronavirus Until Everyone Is, Oxfam Coronavirus Response Report.  
<sup>4</sup> Oxford University 2021, Covid-19 Government Response Tracker, available online by [clicking here](#).

imately a third of funding for responses in Colombia, Niger, and Uganda, respectively.

Figure 2: Active (dark green) and suspended (light green) outcomes and outputs for existing projects by quarter



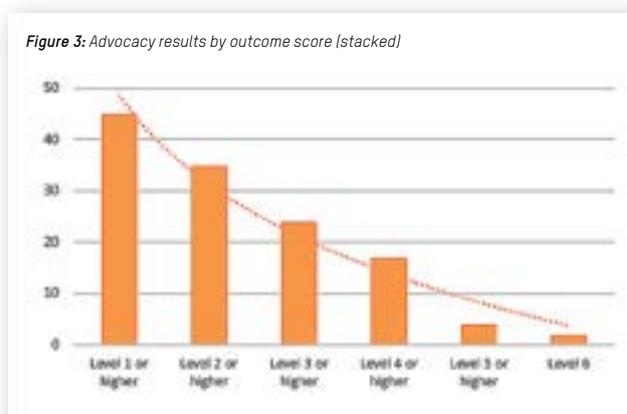
- About a third of outcomes and outputs for existing projects were suspended at some point in 2020 (illustrated in figure 2). This varied between countries depending on the operating environment. Consequently, projects in Burkina Faso, Mali and Sierra Leone had relatively low levels of suspensions, while the Latin American region had more suspensions, reflecting the impacts of the pandemic. Most outcomes and outputs restarted in the second half of the year.
- More than 31,000 people were reached directly through COVID-19 responses funded by reallocations from the Danida SP. This is lower than the estimated reach of suspended activities of 39,000 people. However, it does not account for a significant shift from direct engagement to remote services in the pandemic such as awareness campaigns to prevent infections and continued education through radio schools. An additional 545,000 people were thus reached as part of COVID-19 responses, making the combined reach higher than in normal years.
- The pandemic also represented an opportunity to improve our approach to agile programming. This was made pertinent by the fact that 29% of all operations in programme countries were impacted by COVID-19. In response, Oxfam IBIS introduced an innovative approach to “adaptive programming” across all SP projects. This consists of a reflection cycle and logbook to capture and learn from changes over time.

## PROGRAMMATIC RESPONSES

Besides ensuring our operational capacity to carry out existing projects, Oxfam IBIS also implemented responses to prevent infections and address negative effects from lockdowns. These can be summarised using the following five response themes:

- **Awareness-raising and WASH:** 71% of SP programme countries worked to raise awareness to prevent infections. This was effected within projects, for example, by empowering youth to voice their opinion and raise awareness of hygiene in Burkina Faso, Guatemala, Niger, Liberia, Mozambique, Sierra Leone and South Sudan, and by installing hand-washing facilities at schools and public places in Niger and Sierra Leone. It also took place in national responses in Ghana, Mali and Sierra Leone. Flexible funds under the SP were also released to provide WASH facilities for IDPs and refugees in Burkina Faso, Lebanon and Uganda.
- **Continued education:** 62% of SP programme countries worked to ensure alternative forms of education during lockdowns, while 46% also worked to provide psychosocial support for children. For example, in Mozambique, SP funding supported an initiative to provide education through radio for more than 1.2M children. Alternative learning was also supported in Liberia, Mali, Niger, South Sudan, and Uganda through radio, community circles and home learning, while, at the same time, equipping primary school teachers and adult literacy facilitators with the means to educate remotely.
- **Fighting inequality:** 62% of SP programme countries worked to address inequalities arising from lockdowns in informal employment and from unequal national responses. The regional SP projects in the West and Pan Africa regions and in Sierra Leone analysed the economic impact of lockdowns on citizens and presented findings to decision-makers. Oxfam IBIS also advocated towards the African Union for debt relief and for indebted countries to invest in health care. We also addressed negative impacts on human rights in many countries during COVID-19, including the negative impact on indigenous peoples in Latin America.

Figure 3: Advocacy results by outcome score (stacked)



- *Peacebuilding*: 29% of SP programme countries worked to address conflicts in the context of COVID-19. This is particularly important in times of crises. Oxfam IBIS worked to ensure local capacities for the continuation of peace in order to prevent, mediate or transform pre-existing conflicts, which have been exacerbated, at least partially, for reasons related to insecurities and uncertainty. For example, in Niger, following lockdowns, the response brought different community groups to rebuild mutual trust.
- *Gender-based violence*: 71% of SP programme countries worked to address GBV. Violence against women and girls was a persistent problem even before the coronavirus crises. The response includes the establishment of a feedback mechanism and community hotlines in Sierra Leone and tracking violence against women and girls in Liberia during the COVID-19 outbreak. Similarly, we created youth clubs in Mozambique to report gender-based violence during the lockdown.
- *Advocacy and campaigns*: Over half of advocacy and campaign initiatives for COVID-19 responses led to dialogues with policymakers. In nearly a third of initiatives, policymakers voiced support for key messages following dialogues. Finally, in six out of all 45 initiatives, policymakers formally approved key messages as policy or implemented recommendations in practice. For example, in Mozambique, our partner Movimento de Educação Para Todos (MEPT) designed a mechanism to prevent violence against children, which was adopted by the Ministry of Education. In another example, the Ministry of National Education in Burkina Faso initiated remote education through radio and television after calls for this from our response.

## LESSONS LEARNED

In addition to response themes, there have been significant lessons learned spanning COVID-19 responses that can inform our future programming:

- *Empowerment of youth and women*: Over 70% of SP programme countries involved youth and/or women in responses. This occurred despite obstacles such as working remotely and short timelines to ensure timely responses. For example, indigenous women wrote a report on indigenous women's rights defenders and COVID-19 as part of advocacy initiatives in Latin America, while youth networks took part in raising awareness of the pandemic in Ghana. This illustrates how Oxfam's approaches to involving youth and women can be implemented during future crises.

Figure 3 presents advocacy outcomes for COVID-19 responses, which have been scored on a scale ranging from developing key messages to uptake by policymakers. One lesson learned from this approach is that there was an approx. 75% chance for initiatives to move from level 1 to level 2 (inform policymakers) – as well as from level 2 to level 3 (dialogue) and from level 3 to level 4 (voice support). This shows a significantly higher effect from advocacy than might be expected, as this often took place during lockdowns, which prevented face-to-face meetings. This contributes to our evidence-based approach to advocacy.

# 7. USE OF FLEXIBLE FUNDS

Danida flexible funds contributed to Oxfam's provision of fast, effective, and efficient humanitarian assistance to those affected by conflict and disaster. 2020 was an extraordinary, challenging year due to the COVID-19 pandemic, which not only presented an acute health crisis, but also threatened the livelihoods and social fabric of vulnerable groups through the negative socio-economic impacts of lockdowns. In 2020, 150,000 people in 13 different countries were reached with flexible funds.

In **Burkina Faso, Niger, Ethiopia, Kenya, Lebanon, Mozambique, Sierra Leone, Uganda, and Venezuela**, support was provided to COVID-19 response initiatives. In most of the nine countries, there were awareness raising activities in the form of printed material and radio or megaphone announcements to prevent and reduce infection risks. In Burkina Faso, Lebanon, and Venezuela hygiene kits were disseminated and in Uganda and Lebanon, WASH facilities were installed in refugee camps. In Kenya and Venezuela, vulnerable households affected by the crises were provided with cash transfers.

Danida's flexible funds also provided response in relation to the extensive school closures in many countries. In Sierra Leone for example, funds were used to establish learning centres in four districts with facilitators and education materials and to broadcast an Emergency Radio Teaching Programme. Furthermore, support was given to vulnerable children, who were at risk of dropping out of school, especially girls, and to youth groups, girls' clubs, and a gender network with a specific focus on the prevention of abuse, especially sexual and gender-based violence. In Mozambique, radio-schools were piloted and in Niger, vocational training was continued in eight alternative training centres for 1,000 boys and girls.

For Oxfam IBIS, supporting local organisations in these efforts was an imperative in the implementation of the flexible funds. Local actors such as refugee-led organisations were explicitly called on to apply and implement the funds and response was led by local partners, refugee-led organisations and youth groups in Uganda, Ethiopia, Niger and Mozambique. Likewise, flexible funds supported local capacity building of local actors in sensitive programming and leadership by ensuring meaningful participation. A total of 120,000 people (56% women) were supported in COVID-19 response activities.

In **Niger**, flexible funds were used to provide immediate support following severe floods caused by torrential rain. Support covered cash transfers, protection monitoring and training of community-based protection focal points engaged in COVID-19 prevention as well as workshops on protection, including on gender-based violence. The initiative supported 5,000 people (4,000 women).

**Turkey** is one of the largest hosts for Syrian refugees, and flexible funds were used to support refugee women and girls in the Izmir province in increasing their participation by reducing gender discrimination. Oxfam IBIS worked with Oxfam Turkey, one local NGO, and partners from the Syrian refugee community. The work encompassed for example data collection on gender parameters, and capacity building in health, child development, GBV, legal rights, and advocacy. 1,454 refugee women and girls participated in the activities.

As a response to the swarms of locusts that continued to spread in **Kenya**, flexible funds were used for community-based and locally led locust monitoring and awareness raising about pest control. 3,019 locust data points were set up and used to support early warning, forecasts and the planning and prioritisation of survey and control operations.

In **Lebanon**, funds were used to address immediate needs by providing essential healthcare, food and protection to people affected by the Beirut Port blast. Oxfam worked together with two long-standing local NGO partners: KAFA (Enough) Violence & Exploitation and The Lebanese Centre for Human Rights, and the main activities were emergency cash assistance, distribution of food parcels, psychosocial support and legal assistance through a hotline. In total, flexible funds supported 2,800 people (1,800 women).

In **Guatemala, Honduras and Nicaragua**, Danida's flexible funds were used in response to the effects of the tropical storm Eta. Affected families were provided with clean water, hygiene kits, blankets, and food parcels. Furthermore, the grant covered psychosocial support and information about GBV. A total of 19,176 people (54% women and girls) benefitted from the flexible funds.

# 8 USE OF DANIDA FUNDS FOR CO-FINANCING

In 2020, Oxfam IBIS spent Danida funds for co-financing a number of projects with funding from other donors. The Danida funding has enabled Oxfam IBIS to achieve planned results in all the projects, which will be outlined below.

While fundraising efforts are continuously taking place, no new projects requiring co-financing from Danida were started in 2020. New projects are either funded by donors who do not require co-financing, such as foundations, or are humanitarian grants where co-financing is not mandatory. Some fundraising processes started in 2020 had not been concluded by the end of the year but are expected to involve Danida funds as co-financing in 2021.

In 2020, within the framework of the European Commission (EC) and Danida funded multi-country project **“Enough! Empowering women, girls, boys and men to take positive action in ending sexual and gender-based violence in Ghana, Liberia and Mali”**, Oxfam IBIS, working with Oxfam country offices and local partners achieved significant results both in terms of policy influencing, capacity development of local civil society organisations and support to survivors of sexual and gender-based violence.

The project is designed to support local CSOs and alliances with sub-grants (“Financial Support to Third Parties”) and capacity development. From the time the project started in 2019 and up to the end of 2020, a total of 24 CSOs made agreements with Oxfam on financial and technical support (11 in Ghana; eight in Liberia; five in Mali). Oxfam IBIS has provided substantial support to country offices in terms of building solid systems for the sub-granting, which reflects the partnership-based approach that Oxfam IBIS has developed over many years in West Africa. The project has contributed to expanding Oxfam IBIS’ partner portfolio in terms of geography and types of civil society organisations. In addition, the project allows Oxfam IBIS to transfer to Oxfam in West Africa expertise on gender-based violence, built-up through the last four years, through a grant from the Dutch Ministry of Foreign Affairs in Guatemala, Burundi and Liberia. Danida co-financing: DKK 4.4M, which is 10% of the total project budget of DKK 44M.

The project **“Resilient Learners, Teachers and Education Systems in South Sudan and Uganda”**, which is fund-

ed by the EC and Danida, was significantly affected by COVID-19 in 2020 due to school closures but managed to adjust activities to the new conditions. Oxfam IBIS and the Project Management Unit based in Uganda have together been leading the adaptation of the project, drawing on lessons learned from similar contexts, such as responding to school closures during the Ebola outbreak in West Africa in 2014-15, but also transferring ideas and experiences between the two countries.

Oxfam IBIS has, in collaboration with the Oxfam country offices and local partners, leveraged the lessons learned at the local level to influence policy dialogues and raise awareness of the impact of COVID-19 on education, especially girls’ education, at national and international level. The project partner Education International has used data and cases from the project in the global advocacy for inclusive reopening of schools. This demonstrates how the Danida co-funding allowed Oxfam IBIS and partners to achieve results at local level while using the information and experiences to advocate for quality education for all on a larger scale. Danida co-financing: DKK 6.3M, which is 15% of total project budget of DKK 41.6M.

In the framework of the programme **Support Mechanism to Indigenous Peoples “Oxlajuj Tz’ikin”**, funded by Sida and Danida, civil society actors such as women’s and indigenous peoples’ organisations and local authorities are supported with the aim of defending and implementing the individual and collective rights of indigenous peoples according to international standards. Oxfam IBIS provides technical support on the strategic direction of the programme, including capacity development of partner organisations drawing on a long track record of programme work on indigenous peoples’ rights across Latin America and facilitating alliances between civil society actors.

The programme offers synergies with other initiatives supported by Oxfam IBIS in Latin America, which aims to protect and promote the rights of indigenous peoples with a particular focus on women and youth. It also offers a strong platform for continuously improving the partnership-based approach which informs Oxfam IBIS’ general approach in the area of work. Danida co-financing: DKK 4.5M, which is 9.6% of the total programme budget of DKK 47.5M.



# 9. COUNTRY LEVEL RESULTS

# WEST AFRICA

## BURKINA FASO

### COUNTRY CONTEXT

The aims of Oxfam IBIS' work in Burkina Faso is to reduce inequality through domestic resource mobilisation and models for redistribution of revenues, quality public education and promotion of peacebuilding. In 2020, the country was marked by increasing insecurity that led to internal displacement of people, with dire health, education, economic, social, and psychological consequences, particularly affecting women and children. 2020 saw 1,217 security incidents in the first half of the year. In September 2020, the country had 1M registered IDPs and 152,392 out-of-school children as more than 2,000 schools had been affected. The context has further been aggravated by the influence of conflict and climate changes on rural livelihood and the outbreak of the COVID-19 pandemic. Non-violent elections were held in November 2020 and the President in office was re-elected.

### SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

In Burkina Faso, in 2020, we have worked to strengthen civil society's participation in local development, improve quality education, and promote peacebuilding. Selected main results from 2020 implementation:

- Through awareness-raising (e.g. community talks and local radio messages) carried out by the local Citizen's Dialogue Framework (CDC), the project succeeded in changing people's perception about taxes and their contribution to local and national budgets. People are now more willing to pay their taxes and demand accountability from local and national government. At national level, our partners are putting pressure on the Government for more transparency and accountability related to revenue collection from e.g. extractive industries and for an increase in public budget allocations for social services.
- In 2020, a Class Discussion approach was introduced and tested with 5,800 learners in 25 primary schools supported by Oxfam IBIS in three municipalities in the Gnagna Province. Through this approach, students learn from each other to solve a problem, deepen their understanding of the topics discussed, and develop skills of listening, assertiveness, and empathy. In the 25 schools, more than 95% of these students have completed their school year compared to 75%-79% in the Gnagna Province as a whole depending on

school year/grade. With regard to exams for obtaining a primary school certificate, the rates in these 25 schools went from 74% in 2019 to 76.52% in 2020. This indicates that the use of new gender sensitive learning approaches, safe schools, inclusive education and child-centred learning methods improve education quality and results. The schools supported by Oxfam IBIS and our partners have become "reference schools" and have created interest from the public education authorities and led to a demand by neighbouring schools and municipalities for support.

- The effort of the National Education for All network and other education partners to influence systemic change in the delivery of technical and vocational education and training (TVET) contributed to the decision to construct 14 new TVET training units and to establish the National Agency for TVET, governing the area of TVET.
- In our peacebuilding program we contributed to strengthened inter-community dialogue and relations between IDP and host communities across the seven project locations in the Sahel and Centre Nord Regions. A part of this contribution was training of community-based promoters to implement cultural and dialogue activities to bring communities closer together.

### CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS' projects contribute to the country programme objectives on active citizenship and inequality reduction. This has been achieved through contribution to Oxfam's work on fair redistribution of resources, institutionalisation of citizens' influence on budget transparency and accountability, and quality and gender equity in education.

### RISK MANAGEMENT

The rise in conflicts and insurgency in the country and the lockdowns related to the COVID-19 pandemic are destabilising factors. Our response has been to further develop a strong triple nexus approach that balances emergency, resilience and development and enhances localisation.

### LESSONS LEARNED AND NEXT STEPS

In schools in the Gnagna Province, the budgets allocated to parents' and mothers' associations were a standard budget concerned with the day-to-day functioning of schools and did not take into account the different

needs of girls and boys. The learning about this gap led to the start-up of the training of the associations in gender-sensitive budgeting. At the end of the training, budgets were revised to include awareness about the importance of hygiene during menstruation and the purchase of soap for the toilets and awareness about violence against girls (e.g. rape, forced marriages).

In spite of the challenging context in Burkina Faso, Oxfam IBIS was able to contribute to the strengthening of the role and voice of civil society organisations in order to influence important agendas at different levels at municipal, national and regional levels. Focus on women and youth and flexibility in approaches and in funding by donors have contributed to this.

The total amount spent by Oxfam IBIS on programmes in 2020: DKK 28.5M.

## MALI

### COUNTRY CONTEXT

In Mali, Oxfam IBIS' programme contributes to inclusive and equitable quality education for children and young people, including displaced learners, to young people's mobilisation and participation in peacebuilding processes and to mobilising women, men, boys and girls to take action to end sexual and gender-based violence (SGBV).

The COVID-19 pandemic in 2020 further exacerbated the fragile socio-economic conditions and the multidimensional socio-political crisis in Mali. This crisis has, since 2012 been related to insecurity due to conflicts between communities and attacks by non-state armed groups as well as mistrust between the population and the Government. A transition government was established following the Coup d'état in August 2020. The crisis has resulted in a humanitarian crisis related to forced displacement caused by conflict, drought, and floods. In addition, teachers' strikes lasting six months further delayed basic education and results of the academic year 2019-2020.

### SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

In 2020, Oxfam IBIS worked to improve access to quality education in conflict areas, to strengthen active citizenship and peacebuilding processes, to fight SGBV and to mitigate the effects of COVID-19. Selected main results from 2020 implementation:

- 875 young men and women (40% women) in the Ségou and Kolikoro Regions benefitted from accelerated learning in their mother tongue in 32 accelerat-

ed learning centres, providing them with a second chance in education and fostering active citizens who organise in influencing groups and take action demanding transparent local governance, youth representation and acting as peace agents in their community. The accelerating learning is a contribution to the quality implementation of nonformal education policy in agreement with education authorities.

- 647 internally displaced girls (40%) and boys from 8-18 years based in the Bamako and Ségou Regions have been integrated into the education system according to their age and experience and benefit from primary education, accelerated learning or vocational training.
- In six municipalities in the Mopti Region, endogenous and existing conflict transformation mechanisms were strengthened, through the training of local authorities and community leaders, as well as women and youth leaders resulting in the 45 community-led peacebuilding activities, such as dialogue, mediations and cultural activities geared towards strengthening intergroup relations.
- The vulnerability of targeted, individual community members was reduced, while also strengthening the resilience of targeted communities facing COVID-19, through a combination of awareness raising, community leadership and provision of material inputs such as personal hygiene items, protective equipment and liquid soap at strategic locations.
- Oxfam IBIS' partner Women in Law and Development in Africa (WILDAF) has effectively engaged with the Regional Directorate for the Promotion of Women, Children and the Family, and care providers developed an action plan for multi-sectoral collaboration and supported coordination and strategic action through the establishment and strengthening of peace committees and SGBV advocacy networks, as well as a coordination mechanism on referrals for survivors.

### CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS supports Oxfam's strategic vision in Mali, including a peaceful Mali where inequalities and social injustices are reduced so that children, young people, women and men can exercise their full rights to basic social services, including quality education, make their voices heard and take part in peacebuilding processes and decisions affecting their lives. In 2020, Oxfam IBIS contributed significantly to Oxfam's national COVID-19 strategy and response in Mali.

## RISK MANAGEMENT

To mitigate security risks, Oxfam and its partners take part in clusters and meetings at local level and comply with own principles and instructions issued by local authorities. Furthermore, re-programming of interventions has been undertaken to prevent infection of COVID-19 and to respond to needs emerging from the socio-economic consequences of lockdowns.

## LESSONS LEARNED AND NEXT STEPS

In the changed context of a global pandemic, a key lesson throughout 2020 was that a response to a pandemic crisis within a crisis context requires a high level of communication and adaptability. Another major lesson learned during the implementation of programme reorientation was 1) the importance of working with a national partner and to gradually transfer implementation responsibilities, while remaining accountable for a safe and accountable, humanitarian response, and 2) that the humanitarian community and actors like Oxfam, should put further emphasis on the need to resource and prioritise preparedness/contingency planning at both interagency, organisational and community level.

Oxfam IBIS contributes to human dignity, education, and lifelong learning for young people, who have been affected by the crisis in Mali for almost a decade. The programmes support young people's initiatives so they can contribute to preventing conflicts, creating peace and fighting socio-economic inequalities. Coordination and exchange take place with the Danish Embassy; however, due to COVID-19, this was limited in 2020.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 10M.

# NIGER

## COUNTRY CONTEXT

In Niger, Oxfam IBIS promotes human rights and democratic governance, quality of primary education and technical and vocational education as well as inclusive peacebuilding and conflict prevention.

Because of the COVID-19 pandemic, schools were closed for more than two months in 2020, and the Government's revision of growth projection from 6% to 2% led to the failure to meet their commitments to invest in essential services and social protection. The political context prior to the municipal, legislative, and presidential elections reduced the effective participation of municipal and regional authorities in certain programme

activities. The civic space continued to shrink with the detention of activists and CSO-leaders criticising governance practice and corruption. The security crisis created by armed groups developed slowly but worryingly in the programme regions of Tillabéry, Tahoua, and Maradi.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, Oxfam IBIS worked with partners to enhance equal access to quality education and to strengthen civil society organisations, active citizenship, and inter-community dialogues and conflict transformation. Selected main results from 2020 implementation:

- More than 1,000 young men and women completed a technical and vocational education and business training in eight public, municipal technical schools supported by Oxfam IBIS. This led to 200 young people creating eight economic interest groups, supporting each other in building up their respective businesses. The young people received start up assistance including basic materials, funding, advice in sustainability of income generating activities, and help to obtain municipal business permits
- Due to additional revenues generated from extractive industries, there was an increase in municipal budget allocations. Oxfam, its partners, and youth council advocacy contributed to an increased budget in social sectors. The most outstanding example is the Ollelewa Municipality, which received EUR 4.6M and allocated EUR 2.1M, or 45% of the total budget, to the education and vocational training sector and the health sector.
- 16 youth leaders from seven communities in the Tillabery Region were trained and accompanied in mediation, non-violent communication and influencing with relation to their elders and traditional and municipality leaders to create more space for participation in the existing peacebuilding mechanisms. This resulted in the youth leaders launching a joint social media and awareness raising campaign to engage their peers in the drive for peace and non-violence with a reach of over 60,000 people.
- The human rights and democracy programme supported CSOs in organising advocacy and policy activities to influence national legislation and an investigation of violent conflicts and suspected cases of human rights violations. Furthermore, support was provided for hands-on, inclusive conflict prevention and dialogue initiatives with local communities to alleviate pastoralist-farmer disputes over land among other things.

## CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS' contribution to strengthening civil society, improving public investment in quality essential services, supporting vulnerable communities through the localisation of humanitarian actions, and strengthening coordinating mechanisms for actors involved in peacebuilding is all in alignment with Oxfam's country programme.

## RISK MANAGEMENT

Risk management was, in 2020, related to the COVID-19 pandemic such as risks of students not completing school because of school closure and risks of increased gender-based violence during lockdown. Mitigation measures in the programme included support for extra courses organised by the education authorities during the school vacation and support to school management committees and parents' and mothers' associations that were mobilising communities in awareness campaigns against violence.

## LESSONS LEARNED AND NEXT STEPS

Many people affected by floods in intervention areas in Zinder and Maradi did not possess ID documents, which made targeting and verification exercises quite challenging when identifying the most affected households for multi-purpose cash transfers. In order to avoid duplication and ensure that people without IDs were not excluded, Oxfam worked closely with national authorities and UN Office for the Coordination of Humanitarian Affairs (OCHA), which was appreciated by all parties and improved the intervention. The experience highlighted the importance of involving duty bearers in humanitarian response, when feasible and appropriate.

In Niger, Oxfam IBIS is an important player in ensuring quality and financing education for girls, women and young people in line with national education policies. Based on best practices in inclusive and participatory public budget and human rights monitoring as well as inclusive peacebuilding we add value by including women and young people in decision-making in local governance and by preventing conflicts and building peace. Oxfam IBIS works closely with the Danish Embassy to support CSOs and partners in democratic governance and human rights interventions.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 13.7M.

# GHANA

## COUNTRY CONTEXT

In Ghana, Oxfam IBIS works to empower civil society, especially women and youth, to advocate for reducing poverty and inequality through pro-poor spending on public education, youth opportunities and gender justice. Due to COVID-19, the economy contracted for the first time in four years. The country recorded GDP growth of less than 1%, one of the smallest growth rates in recent times, and public debt in Ghana continues to be at a critical level. National school closures set back school children and youth almost a year with huge consequences for girls and women's sexual and reproductive health and rights. Moreover, Ghana held presidential and parliamentary elections in 2020. This was the first time since independence that the two major political parties in the legislative house won an equal number of seats. Unfortunately, the election registration process was characterised by violence.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, in Ghana we worked to improve condition for public quality education, enhance Domestic Resource Mobilisation and accountability, and promote peacebuilding. Selected main results from 2020 implementation:

- Government guidelines on COVID-19 were influenced directly by Oxfam's civil society partners mobilised by the Northern Network for Education Development (NNEDE). Early in the pandemic, the organisations issued a communique about important issues to the Ghana Education Service and Ministry of Education on safe re-opening of schools. These issues were incorporated into protocols on safe return to school.
- Oxfam IBIS works with nine partner organisations to empower women, men, boys and girls to end gender-based violence. African Women Lawyers Association succeeded into engaging with the Medical Director and Superintendents who represented the local hospital of Kintampo. As a result, the hospital now issues medical reports to abused girls for free, which will improve effective justice delivery for victims. Oxfam facilitated capacity assessments, capacity development plans and training on communication for all partners.
- Oxfam IBIS' partner, Foundation for Security and Development in Africa (FOSDA) facilitated multi-stakeholder dialogues to increase progressive Domestic Resource Mobilisation and pro-poor spending. Fifteen district assemblies participated, and each committed to at least one action, i.e. branding projects funded with

internally generated funds for easy identification and monitoring by citizens, using digital notice boards to enhance accountability or radio-based sensitisation on revenue mobilisation.

- The National Peace Council undertook preventive action relating to vigilantism in the 2020 General Elections. This was achieved through Oxfam and our partners NORSAAC and West African Network for Peacebuilding (WANEP) working with district peace committees and chiefs in Chereponi and Saboba, implementing an approach to mediation, that increases women's and young people's involvement in resolving violent conflict and promoting social cohesion, while also addressing policy issues related to land tenure/administration, which is at the heart of the conflict dynamics.

### **CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME**

Oxfam IBIS' programmes and projects in Ghana supported the implementation of the One Oxfam programme in Ghana and contributed especially to work on accountability in extractive industries, tax reforms, domestic revenue mobilisation, free quality public education reforms for all, peacebuilding in the northern region, gender justice and active participation of youth in policy issues.

### **RISK MANAGEMENT**

The economic downturn due to COVID-19 affects government income and spending. Our response has been to shift attention to influencing policies, systems and structures that will enable a rebound. Second, Ghanaian elections led to a polarisation of views. Oxfam has therefore adopted a bipartisan approach to policy dialogues where all political parties have equal opportunity to engage. Third, COVID-19 shifted community needs towards disease prevention. Oxfam re-aligned financial allocation to address the needs by supporting WASH facilities in schools, health centres and communities.

### **LESSONS LEARNED AND NEXT STEPS**

The COVID-19 crisis tested Oxfam's and its partners' internal and external accountability in the digital era. It allowed us to stay connected using digital platforms for meetings, but we also need to be mindful that with this connectivity and inclusion, an over-reliance on technology emerges. Similarly, space for civic engagement was limited due to the pandemic. This means that emergencies of an enduring nature, such as COVID exacerbate the shrinking space for civil society. Some of the partners had to rely on investigative journalists to generate evidence through undercover journalism. Moving forward, partners will regularise relationships with journalists and other investigative professionals for evidence.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 14.6M.

## **SIERRA LEONE**

### **COUNTRY CONTEXT**

Oxfam IBIS' programme in Sierra Leone aims to reduce inequality through active citizenship and quality education, which strengthen the equal voice and influence of women, girls, and youth by mobilising resources through taxation. In 2020, COVID-19 triggered lockdown in the country, especially of the education system, and many people were not able to earn an income, hitting the poor and vulnerable most. Women and girls especially suffered because of lockdown, as gender-based violence, sexual exploitation, and forced marriages were on the rise. Economic regression produced a setback in the Government's Medium-Term National Development Plan (2019-2023). Among the consequences, was a disruption of the Government's Free Quality Education scheme. Even though a temporary distant learning setup was created, inequality in education grew because of lack of access to digital devices and radios among the poorest students.

### **SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES**

In Sierra Leone, we sought to make advances in economic justice, gender justice in education, and youth participation. Selected main results from 2020 implementation:

- As part of the COVID-19 response plan, 24 learning centres were established in empty school buildings in three districts, reaching 522 poor and marginalised students (352 girls and 170 boys), who were at risk of dropping out of school because of the lockdown. The centres were established by the partners CARL, Advocacy Network for Education and Good Governance and Daindemben Federation. The youth from the centres were promoted to junior secondary school and excelled in the Basic Education Certificate Examinations in 2020.
- Literacy classes and life skills training on hygiene and advocacy planning were implemented in ten communities by Oxfam and its partners in collaboration with youth and education authorities benefitting 259 young people (hereof 70 young women). Six of these are contesting for community development positions and 15 are volunteering in the community schools as teachers and taking the lead in the COVID-19 awareness raising.

- Four new community based organisations (CBOs) were set up in Kono District and were trained in how to influence local budgets and development plans; there are now a total of 16 CBOs working on budgets, tax, and development plans in the different chiefdoms of Kono District. As a result of their long-standing advocacy, ten chiefdom development plans now take citizens' needs, especially those of youth and women, into account in the planning process.
- In 2020, the Government of Sierra Leone submitted its transfer pricing regulation for parliamentary approval. The bill will help the National Revenue Authority to ensure that multinational companies pay their taxes. The achieved result, was an important milestone and a culmination of a multi-year influencing effort on the part of Oxfam in Sierra Leone, and it is expected that new revenue will be raised in a progressive way and contribute to financing the Government's development initiatives. A space for civil society participation was secured in relation to deciding how revenues are spent, and continued monitoring and follow up is required.

## CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

The overall support of the programme focussing on fighting economic and social inequalities, with special attention to empowering girls, youth, and women, is in alignment with the Oxfam Country Strategy.

## RISK MANAGEMENT

The COVID-19 pandemic constituted a huge risk to the economic, social and especially health situation in Sierra Leone. The Government responded quickly with lockdowns of education and closure between districts, which has mitigated strong effects of the pandemic. Thanks to the flexibility of the Danish Ministry of Foreign Affairs, Oxfam IBIS was able re-direct funding to COVID-19 responses as part of Oxfam's national responses integrating measures across awareness-raising, avoiding gender-based violence, and advocacy to prevent inequality in government responses. Because of a re-structuring process in the Oxfam Confederation, Oxfam IBIS will phase-out activities by December 2021. To mitigate risk in relation to the sustainability of our partners' work and retention of staff in Oxfam in Sierra Leone until end of engagement, a thorough phase-out plan including capacity building was developed.

## LESSONS LEARNED AND NEXT STEPS

Working with the provision of small grants to groups of participants as a pilot in the Adult Literacy Project (ALP) delivered promising results. With the grants, the participants established small loan-schemes for micro-business initiatives, from which the surplus has been used

to support the education (school uniforms, food, and materials) of vulnerable children, especially girls. The grants also meant stronger commitment and cooperation amongst ALP learners. The programme is keen to continue this initiative and to advocate the Technical and Vocational Institute and Ministry of Education not only to support ALP but to understand the benefits in linking ALP with grants for microbusinesses.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 7.9M.

# LIBERIA

## COUNTRY CONTEXT

Oxfam IBIS' programme in Liberia works to improve representation, accountability, and gender-sensitivity in governance processes and to promote transformative quality education. We do this through the strengthening of women's leadership, civil society, and movements to influence duty bearers and power holders. In 2020, Liberia continued to be one of the lowest ranked countries in the Gender Inequality Index with extraordinarily high rates of rape and violence against women, which was worsened during the COVID-19 lockdown period. The situation took people to the streets, which resulted in a presidential declaration on rape as a national emergency. Schools were closed for several months without alternative support, and it is expected that a large group of the most vulnerable will face severe difficulties re-entering education, not least girls. The school closure also affected the programme and activities were suspended.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In Liberia, we have worked to enhance women's rights and addressed gender violence. Selected main results from 2020 implementation:

- Lobby and advocacy activities by our partners involved the chair of Women's Legislative, the Committee on Women, Girls and Health together with a group of female lawmakers, and addressed the issue of gender responsive budgeting, which led to the increase in the annual budget for the Ministry of Gender, Children and Social Protection of an extra USD 20M.
- In September 2020, after days of people demonstrating in the streets, the President issued a declaration on Rape, proclaiming rape as an emergency. A communiqué from the INGO cluster and the group of all programme partners contributed by documenting and publishing cases as part of the pressure for action on

the issue. The declaration was issued with a roadmap for initiatives, i.e. appointing a specific prosecutor to handle rape cases and setting up a national sex offender registry.

- A toolkit aiming to curb and monitor GBV was issued by Oxfam during the COVID-19 lockdown. It was much needed and appreciated by other civil society organisations. The lockdown led to a 50% raise in cases of GBV and the tool helped appoint internal community monitors, community safe homes, and helplines. Cell phones were provided to the appointed monitors to report cases and to call for emergency help.
- As a result of advocacy by the regional women's civil society platform in Grand Gedeh County together with nine other CSOs, two pregnant students, who had been expelled, could re-enter education and take their exams. The case is emblematic and will be used in future advocacy work, as suspension from school of pregnant girls is blocking the future in schools for many girls in Liberia.

### CONTRIBUTION TO OXFAM'S PROGRAMMES

Oxfam IBIS' programme contributes to Oxfam's overall goal in the country strategy: to effect a more equal, sustained and equitable dialogue between women and men and that the State has strategies to redress inequalities and reduce poverty.

### RISK MANAGEMENT

COVID-19 created a high risk related to the return of vulnerable children to education when schools re-open. Oxfam will closely monitor and address this risk. Oxfam IBIS will phase-out activities by the end of 2021, as a

consequence of a re-structuring process in the Oxfam Confederation, where it was decided not to continue work in Liberia. The sustainability of the programmes and of the many years of Oxfam in Liberia's work is at risk. To mitigate this, Oxfam IBIS supported a comprehensive exit-plan in 2020 with focus on partner fora, capacity building of partners and fundraising, work that will continue in 2021.

### LESSONS LEARNED AND NEXT STEPS

Oxfam IBIS has, over the years, prioritised capacity development of local partners and steered the country team to strengthen its commitments and obligations to local partners. The many women's rights organisations and other Liberian partners that have worked with Oxfam IBIS for many years constitute a strong cohort of civil society actors, who will be able to continue the path in Liberia. In order to close the engagement in the country carefully, Oxfam IBIS supported preparatory work in 2020 that will continue in 2021, when exit-related challenges will be systematically addressed and supported with the aim of leaving our partners as strong and diligent as possible, so they are able to continue the work of seeking representation, accountability and gender-sensitivity in governance. A comprehensive exit plan was designed and includes a capacity gap assessment of 14 Oxfam civil society partners, followed by customised capacity building based on the findings. A review is being conducted in 2021 to document, among other things, lessons learned from the work of Oxfam IBIS in Liberia over eight years.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 17.3M.

## EAST AND SOUTHERN AFRICA

### SOUTH SUDAN AND UGANDA

#### COUNTRY CONTEXT

In South Sudan and Uganda, Oxfam IBIS' programmes build resilience for conflict-affected communities. This spans the triple nexus to involve particularly women and young people from IDPs, refugee and host communities in conflict-sensitive education and peacebuilding. In 2020, programmes were challenged by the COVID-19 pandemic. South Sudanese schools remained closed for most learners in 2020 following a national lockdown, while close to 900,000 refugees in Uganda experienced cuts in humanitarian assistance and reduced access to services due to COVID-19. This was paired with heavy flooding, causing large-scale displacement of peo-

ple and damage to property. Jonglei and Greater Pibor Administrative Areas were the worst affected. Finally, violent incidents occurred in communities and within refugee settlements, which included increased reports of SGBV and forced marriages of female learners.

#### SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In South Sudan and Uganda, we work to respond to humanitarian needs and advance education and peacebuilding. Selected main results from 2020 implementation:

- Working with five local partner organisations, Oxfam IBIS reached over 11,000 learners with accelerated learning, functional literacy and skills development.

These were mainly adolescent and young people, about half of them girls and young women. It occurred against the backdrop of COVID-19, which led to widespread reprogramming of activities such as promoting WASH and personal protection, psychosocial training and support against SGBV. In Juba and Pibor, schools were supported with sanitation facilities to improve hygiene.

- The BRICE consortium, based on existing evidence, developed a training programme for teachers on psychosocial support and well-being for teachers and learners alike. It was rolled out at school level in Uganda and online in South Sudan. The materials now form part of the International Network of Education in Emergencies resource base. This has contributed to retaining teachers in schools. For example, in South Sudan, all but three teachers have reported back to work after the lockdown.
- Oxfam IBIS continues its support for civil society coalitions. In Uganda, we work with the NOSSCOU (a network of South Sudanese CSOs), which played a key role in lobbying against the reduction in food rations and calling for involvement of refugee-led organisations in shaping the humanitarian response. In late 2020, this led to refugee organisations, including Oxfam partners such as the Youth Social Advocacy Team (YSAT), being involved in developing a refugee response plan. In South Sudan, advocacy and research undertaken by the South Sudanese Civil Society Forum ensured a greater degree of international pressure on the implementation of the peace agreement.
- Oxfam IBIS also worked to reduce the risk of infections from COVID-19 in refugee settlements. This included settlements in the West Nile of Uganda where over 19,500 refugees were provided with handwashing facilities as well as awareness-raising on hygiene and disease transmission.

### CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

The programme plays a key role in Oxfam's work across the humanitarian-development nexus in South Sudan and Uganda, while adding peacebuilding as an extra layer to promote integrated programming. This creates added value for Oxfam's advocacy by informing the Rights in Crisis campaign and promotes Oxfam as a credible actor on the Women, Peace, and Security agenda.

### RISK MANAGEMENT

The COVID-19 pandemic impacted the programme implementation, combined with risks from conflict and climate, such as flooding. We thus reallocated funding for response measures such as awareness-raising and

psychosocial support. We are also working with the Ministry of Education in South Sudan and Uganda to ensure safe school re-openings and strengthen approaches to learners' well-being. At the same time, the pandemic has been used as a pretext to impose measures to limit civil liberties and reduce civic space. In South Sudan, Oxfam redirected resources to support YWCA to lead a civil society "watchdog" mechanism focussing on the Government's COVID-19 response.

### LESSONS LEARNED AND NEXT STEPS

Rapid changes to the operating environment underline the need for more agile and adaptive programming. This builds on lessons learned from the COVID-19 crisis with refugee-led organisations taking on responsibilities for responses due to restricted movement. This could be amplified to enable increased local leadership in responses. Overall, traditional approaches to peacebuilding were severely challenged by COVID-19 restrictions, while increasing the need for new approaches. Oxfam will continue to support the approach and strengthen it to address issues as they emerge.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 22.5M.

## MOZAMBIQUE

### COUNTRY CONTEXT

In Mozambique, Oxfam IBIS' programme aims to reduce inequalities. We seek to do this through working for increased domestic resource mobilisation, responsible economic redistribution and implementation of quality education models all led by a strengthened civil society. The socio-economic situation in Mozambique is increasingly critical for the vast part of the population. The economy suffered from the austerity effects of hidden debts and the situation has now been made worse by the aftermath natural disasters such as cyclones and floods in 2019. The COVID-19 restrictions have increased inequality, many, mainly women and young people, have lost their jobs in the informal sector and school closures have reduced access and retention of learners, especially for girls, because of an increased number of incidents of GBV, early/forced marriage and teenage pregnancy. The conflict caused by armed groups in the northern Cabo Delgado Province has increased and resulted in the killing of 2,000 people and a humanitarian crisis, with 1M IDPs by the end of 2020. Furthermore, expected new foreign investments in extractive projects have been put on hold. NGOs, media, human rights defenders, and civil society representatives experience an environment of shrinking space, which is a challenge for our partners.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, Oxfam IBIS' work focussed on the work of citizens to hold authorities to account and to step up efforts to counteract the consequences of a growing internal conflict and the COVID-19 pandemic. Selected main results from 2020 implementation:

- The Oxfam IBIS partner Development Support Association (NANA) facilitated the creation of five Municipal Observatories (MO) that will represent citizens in the dialogue with the Municipal Assembly. A total of 201 members of the MOs and the District Platform were trained on social audits (114 Women and 87 men). The MOs conduct annual social audits at a municipal level. The findings of the social auditing are presented in the social audit report 2020, together with a matrix of recommendations and a position paper and are being disseminated by the Network of Journalists and community radios of the Cabo Delgado Province.
- The civil society platform conducted a social audit of the conditions and use of funds around the reopening in 20 targeted schools in three districts in Zambezia Province. This contributed to holding duty bearers accountable for safe responsible opening of schools and contributing to 'leaving no-one behind'. The findings were shared locally and via radio round table and shared with the national education coalition, Movimento de Educação Para Todos (MEPT), for national level evidence-based advocacy.
- Our partner NANA together with Núcleo das Associações Femininas da Zambézia (NAFEZA), a women's rights organisation, facilitated the establishment of 'whistle committees' in the Zambezia Province to report violence in communities. They are comprised of community activists acting as facilitators with links to offices that provide aid to victims of violence such as psychosocial support and health service and to courts. A digital platform is used to establish links with the local authorities.
- Within humanitarian assistance, youth activists received information and communications technology, which they used to inform and mobilise communities in Nicoadoala, Lugela, and Mocuba Districts of the Zambezia Province on COVID-19 awareness/prevention resulting in a greater knowledge among women and youth on the negative impact of COVID-19. 613 families from the three districts were involved reaching, 2,452 people.

## CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS has significantly contributed to the achievement of the goals of the country strategy: accountable politics for better public services, transforming social norms so young women can flourish; and making extractive industries transparent and accountable to all.

### RISK MANAGEMENT

Civil society is experiencing a shrinking civic space, and Oxfam IBIS has strengthened partners' capacities to work in networks so as to avoid single partners being targeted. We also aim at establishing a healthy collaboration with public institutions relevant for project implementation including communication and transparency in all the project initiatives.

### LESSONS LEARNED AND NEXT STEPS

Because of the restricted space for CSOs, the environmental NGO and partner, Associação do Meio Ambiente (AMA), was endangered when acting publicly. Therefore, the partner chose to work closely with the network of journalists for the first time. The collaboration with journalists brought evidence to the public through the media about two cases of extractive companies and their violation of human rights. In the next period, our partner will make an agreement with the network of journalists in order to strengthen the voice of civil society. This will require training of journalists in extractive industries, organisation of field visits and information to journalists about the need to protect partner organisations and individuals (and journalists themselves) when exposing potential cases to the public.

Despite the extremely challenging context in programme areas in Mozambique, in 2020, Oxfam IBIS contributed to strengthening the voice of women and youth and an increasing pressure from civil society for accountable and transparent governance. Flexible approaches have added value to the influence of partners and constituents in the increasingly difficult operational context.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 20.8M.

## PAN AFRICA

### REGIONAL CONTEXT

At the African regional and continental level, Oxfam IBIS' programme strengthens civil society partners and leverages country results to influence institutions like the Economic Community of West African States (ECOWAS)

and the African Union (AU) in the fight against inequality. In 2020, the COVID-19 pandemic exposed the impact of decades of underinvestment in social protection in Africa. African governments incurred more debt to protect lives and livelihoods and to procure vaccines. These new loans are conditioned with strict austerity measures, which will impact the poor and deepen inequality. A prognosis from the AU estimates that the fiscal revenue of African governments will decrease 20-30% due to COVID-19. In addition, lockdowns led to further shrinking space for civil society and increased domestic violence and gender-based and sexual violence.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, Oxfam IBIS worked to ensure that civil society perspectives play a role in regional continental decision-making. Selected main results from 2020 implementation:

- Oxfam IBIS' West African programme supports the West African Tax Administration Forum (WATAF), who successfully influenced the ECOWAS and national revenue authorities from all 15 member states to agree to implement progressive taxation as part of post-COVID-19 economic recovery plans the region.
- The ECOWAS Mines and Mineral Commission decided to develop a regional gender charter on extractive industries in West Africa. This came after advocacy by Oxfam and partners to strengthen women's rights in extractive industries, highlighted in a TV documentary. Extractive industries represent one of the most important economic sectors in West Africa.
- Working with the Institute of Peace and Security Studies, Oxfam continued to work with South Sudanese civil society activists to advocate for sustained involvement of the AU and the Intergovernmental Authority on Development (IGAD) in advancing the implementation of the peace process. This ensured an inclusive national dialogue, which, under the auspices of the Presidency, is an important milestone.
- Together with partners, Oxfam undertook campaigns to influence policy on peacebuilding and gender equality. Using research and virtual convenings with a focus on women and youth involvement, we were able to integrate recommendations into the AU's "Silencing the Guns" initiative. This was reflected in the outcome document, which will translate into policy engagements within the Peace and Security Council as well as in Member States. Similarly, we launched the #IMatter campaign in the Sahel, supporting 11 women and youth organisations in conducting their

own campaigns on peacebuilding and UN RES 1325 on Women, Peace and Security. The campaigns reached over 217,000 people and influenced local and national authorities.

## CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS' regional focus, partnership approach and technical expertise and support are important for Oxfam's ambition to give voice to civil society at the continental level and hold duty-bearers accountable. This is particularly true as regional and continental institutions and policies are increasingly defining the frameworks and guidelines for national decision-making in Africa.

## RISK MANAGEMENT

The COVID-19 crisis exacerbates existing risks. These include civic space where civil society movements are targeted by authorities under the pretext of public health and lockdown measures. In response, Oxfam has worked with Africa Security Sector Network to map strategies for civic activism in fragile and conflict-affected contexts to inform country-level programming and partnerships. At the same time, the situation in the central Sahel continues to deteriorate dramatically, affecting communities and partners. Oxfam and partner organisations play an important role in media campaigning, policy influencing and awareness raising towards national, regional and international institutions in relation to shrinking space by drawing attention to developments and demanding the protection of civilians and uphold human rights. Further, Oxfam is working to connect partners in broad alliances in order to reduce risks, and we continuously conduct risk analysis and update mitigation plans to ensure the safety of communities, partners, and staff.

## LESSONS LEARNED AND NEXT STEPS

Oxfam and partners adapted to lockdown restrictions by undertaking online advocacy, leading us to identify new ways of engaging with target audiences. In the short-term, however, there was inevitably less space for informal advocacy and influencing. One lesson learned is that documentaries and visual testimonies from citizens are often more compelling to policymakers than research reports. We will thus strengthen our use of audio-visual materials in the future. In sum, continental and regional advocacy has a direct impact on policy at country level and development for ordinary citizens at local level. Oxfam IBIS will build on this work to support African civil society going forward.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 13M.

# LATIN AMERICA

## GUATEMALA

### COUNTRY CONTEXT

In Guatemala, Oxfam IBIS supports partner organisations in promoting democracy, human rights and economic justice, while also working to ensure quality education and non-formal transformative education for youth and young women. The COVID-19 crisis and two tropical hurricanes, Eta and Iota, deepened social and economic inequalities in Guatemala during 2020. More than 1.2M people were added to the 8.5M living in poverty, with increasing numbers of indigenous and rural populations living in extreme poverty. Guatemala had an increase in violence towards women and girls, and a sharp rise in pregnancies of girls and adolescents. Guatemala spends less than 3% of GDP on education, far less than average in Latin America, and 4.2Mm children and learners affected by school closures received very little or no online education. On civic space, new laws increasingly restrict civil society, but social movements and alliances have nevertheless started further coordinating their demands.

### SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, Oxfam IBIS worked to ensure that civil society perspectives play a role in regional continental decision-making. Selected main results from 2020 implementation:

- Following campaigning by the civil society platform *Paraíso Desigual*, the Government agreed to a COVID-19 Family Bonus and increased investment in social protection. The campaign focussed on social media under hashtags like #DineroSiHay, #ProteccionSocialYa, and #El-PresupuestoEsNuestro.
- Budget advocacy by partner organisations of the Sida and Oxfam IBIS funded programme on indigenous peoples' rights resulted in the Municipality of Quetzaltenango allocating 1.6M GTQ for the construction of the Women's Care Centre, as part of the 2021 budget.
- Advocacy by Oxfam partners PRODESSA and Fe y Alegría in the education forum set up by the Ministry of Education resulted in a nationwide self-study reading book for primary schools. It also led to the development of various educational radio programmes in Baja Verapaz.
- The teacher training diploma *Mediating Reading Comprehension* was developed by our partner PRODESSA together with teachers from primary schools in

Rabinal. This university-level course is now used at the Teacher Training College at San Carlos University in Guatemala City and accredited by the Ministry of Education. This is also the case with "I Dare", another education programme focussing on life skills for the empowerment for youth.

### CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMME

Oxfam IBIS continued contributing to the country programme with its strong focus on indigenous peoples' organisations and the work of social movements to gain access to free, public, quality education, economic justice, and protection of human rights and human rights defenders. Based on Danida funding, Oxfam IBIS raises significant additional funds from other bilateral and private donors to support civil society in Guatemala.

### RISK MANAGEMENT

Criminalisation of social and indigenous peoples' movements and organisations continues in Guatemala. Therefore, we are making use of Oxfam's institutionalised mechanisms for accompaniment and protection of our partner organisations and human rights defenders both nationally and internationally. Oxfam IBIS also seeks to strengthen broad alliances between different types of partners. In addition, violence against women and femicides has become a deep-rooted human rights problem. Together with partners, Oxfam has developed mitigation strategies through large-scale information campaigns that communicate the devastating effects of violence against women and the legal consequences for perpetrators.

### LESSONS LEARNED AND NEXT STEPS

The COVID-19 crisis modified partners' and Oxfam's priorities in 2020. These were mainly focussed on working together as part of broader alliances for improving social protection. Already a focus area before COVID-19, social protection turned into the primary issue tackled by civil society due to the crisis. In addition, the pandemic has opened doors for closer communication and collaboration with national education authorities and the Minister of Education. Programme initiatives thus resulted in better quality and more teacher training in Baja Verapaz and at the national level. Oxfam IBIS will seek these kinds of strategic synergies with ministries in the future, whenever it can add value to the objectives of local communities and our partner organisations.

Total amount spent by Oxfam ibis on programmes in 2019: DKK 30.5M.

# LATIN AMERICA REGIONAL

## REGIONAL CONTEXT

Oxfam IBIS' regional programme in Latin America supports the building of democratic and peaceful societies with more just economies benefitting poor and marginalised populations. This is done by strengthening CSOs and indigenous peoples, particularly women and youth, in order to raise their voice and enable them to participate and influence development, protect their rights and hold governments and the private sector to account. During 2020, the COVID-19 pandemic exposed the deep inequalities in the region, in which especially rural women and girls, indigenous peoples and other marginalised groups have no, or limited access to education and health services. Because of the pandemic, education facilities were closed, and in most countries, the education system was not prepared to offer distance learning programmes. This affected around 165M students in the region from preschool to tertiary education and approximately half of the children and youth do not have access to internet for distance education. Additionally, the government measures put in place to curb the expansion of the pandemic has, in many countries such as Colombia, Nicaragua, Honduras, and Peru, threatened the exercise of fundamental political and civic human rights and limited civic space, leading to protests and political crises. At the same time, lockdown has made human rights defenders even more exposed. In Colombia, 177 human rights defenders were assassinated, equivalent to 53 percent of the world's registered killings of human rights defenders in 2020.<sup>5</sup> Moreover, in Nicaragua, Honduras and Guatemala, governments and remote communities had to deal with humanitarian emergencies caused by the tropical storms Eta and Iota on top of the COVID-19 pandemic.

## SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2020, we promoted the recognition of indigenous peoples' rights at international level, the financing of education and gender justice in peacebuilding. Selected main results from 2020 implementation:

- Our longstanding regional partner COICA, representing 3M indigenous peoples of the Amazon, made history in 2020, taking leadership in responding to the COVID-19 pandemic in the Amazon and mobilising the international community in support of the Amazon Emergency Fund with the purpose of supporting indigenous communities facing the pandemic. This achievement is a result of years of building capacity in COICA, which Oxfam IBIS has been supporting. Moreover, COICA and the nine national member organisations requested the Inter-American Commission of Human Rights to call

for governments to not infringe their rights, protecting the life and health of indigenous defenders, and indigenous peoples in voluntary isolation. Subsequently, in June 2020, the Office of the UN High Commissioner for Human Rights and the Inter-American Commission of Human Rights issued a joint declaration on indigenous peoples and the COVID-19 pandemic, referring to the urgent need to protect these rights. This links strongly to the focus of our support to indigenous peoples across the region namely to defend their right to free, prior and informed consent as guaranteed in the ILO Convention 169.

- Thanks to a strong push from a broad alliance of civil society organisations, indigenous peoples and academia – including Oxfam IBIS' partners Derecho, Ambiente and Recursos Naturales (DAR) and COICA, whose advocacy was supported by Oxfam IBIS' regional programme – 11 countries, among those Nicaragua, Bolivia and Mexico, ratified the Escazú Agreement, allowing it to come into force at the beginning of 2021. The agreement is the only binding agreement derived from Rio+20 and the first environmental agreement adopted by the Latin America and Caribbean region, and will be an important instrument for the protection of the environmental and human rights defenders of indigenous peoples.
- With the support of the regional programme, young women's organisations were strengthened. In Mexico, young indigenous defenders decided to form an informal network across the country to strengthen collaboration, protection, and joint advocacy. At international level, the programme supported around 300 rural and indigenous women leaders from 11 countries in Latin America in participating actively in regional and international advocacy fora, strengthening their voice and influence. As a result, the women were acknowledged in preparations, negotiations, dialogues and in the final statements and reports in critical policy processes such as the UN Business and Human Rights Regional Consultation, the Committee on the Elimination of Discrimination against Women (CEDAW) and the Beijing+25, and the office of the UN Special Rapporteur on the Rights of Indigenous Peoples.
- The Latin American Campaign for the Right to Education and Oxfam IBIS' partner, CLADE pushed for state actions to guarantee adequate financing for education in the light of COVID-19 and the need to look at connectivity and distance education from a rights perspective. CLADE has also lobbied to get more financing for youth education on the basis of a CLADE publication revealing that less than 1% of education funding in LAC is directed to youth and adults. CLADE

<sup>5</sup> Front Line Defenders 2020: [https://www.frontlinedefenders.org/sites/default/files/flid\\_global\\_analysis\\_2020.pdf](https://www.frontlinedefenders.org/sites/default/files/flid_global_analysis_2020.pdf)

has prepared statements on these topics which will be used by the SDG-E2030 Regional Steering Committee for Latin America and the Caribbean to influence governance policies in 2021.

### **CONTRIBUTION TO OXFAM IBIS' COUNTRY PROGRAMMES**

Oxfam IBIS' regional programme in Latin America contributes to Oxfam's regional influencing strategy and the national programmes in the countries involved, especially within fiscal justice, gender justice, accountable governance and territorial rights.

### **RISK MANAGEMENT**

The closing of civic space in Latin America, accelerated by COVID-19 pandemic and subsequent government policies restricting political rights, has reaffirmed the importance of continuing the strategy of the programme in strengthening civil society networks and alliances across local, national and regional spaces, and implementing ongoing risk assessments and mitigation measures to protect partners and human rights defenders.

### **LESSONS LEARNED AND NEXT STEPS**

With COVID-19 restrictions preventing people from travelling, online communication became an advantage for the amplification of the voice of indigenous women and their quest for influence at national and international levels. For example, in Colombia, virtual consultations

allowed female ex-combatants in the reintegration camps to participate directly in informing assessments on the state of the implementation of the Peace Agreement.

COVID-19 has required new ways of working to reach out and communicate and it has offered unique opportunities for greater outreach and participation. However, virtual participation requires reliable internet access – something that many of our beneficiaries do not have access to – and it also requires different skills to manage and lead large groups in an online event. We would like to work with our partners and explore how to benefit from these learnings and overcome the challenges, so that we can use virtual modalities more strategically in the future.

Despite COVID-19 and a challenging context in Latin America, most of the initiatives in the regional programme are on track, some have been adjusted, while education interventions have been severely affected by COVID-19. Oxfam IBIS will continue its dialogue and collaboration with the Danish Ministry of Foreign Affairs and the Danish Embassy in Colombia and Mexico on the peace process in Colombia, violence against women human rights defenders, and responsible investments.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 29.6M.

## **MIDDLE EAST AND NORTH AFRICA**

### **EGYPT, JORDAN, LEBANON, MOROCCO, TUNISIA, SYRIA, LEBANON AND YEMEN**

#### **REGIONAL CONTEXT**

Oxfam IBIS' work in the Middle East and North Africa (MENA) seeks to address the root causes of migration, and create better socio-economic conditions and opportunities for youth in the MENA region, whilst also providing humanitarian relief for refugees and peacebuilding. Ten years after the Arab Spring, inequalities continue to fuel popular uprisings and protests in the MENA region. The global virus pandemic posed a huge threat to public health, and the economic and social crisis that followed in the wake of COVID-19 disrupted the livelihoods and wellbeing of millions. In the grand scheme, the fight against poverty in MENA could have been set back by as much as 30 years due to COVID-19. Women in the MENA region are still deprived of their

basic rights and opportunities on the labour market. This is not least the case for the millions of women affected by crisis and displacement. All in all, the MENA region faces the biggest challenges in relation to realisation of women's rights. The Syrian crisis is the largest refugee and displacement crisis of our time, with millions of Syrians in need of humanitarian assistance. In 2020, the world also watched in horror as the humanitarian crisis in Yemen deteriorated even further, the peace process stalled, and the violence continued. Upwards of 40M migrants are currently residing in the MENA region. 76% originate from outside the MENA region and 37% travelled from a country in the region.

#### **SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES**

In the MENA region in 2020, Oxfam IBIS worked to ensure employment for youth and to improve conditions for refugees and continued peacebuilding activities. Selected main results from 2020 implementation:

- Despite COVID-19, the Youth Participation and Employment (YPE) Programme of Oxfam IBIS in Morocco, Tunisia, Egypt and Jordan managed to create 2,318 jobs for young men and women. This was possible due to a consolidated effort shifting to online training and other digital tools, but also by focussing more on entrepreneurship. Since the start of the programme in 2017, 6,238 jobs have been created for vulnerable youth not in education, employment or training. Out of these, 45% are jobs for women.
- In Jordan, Turkey and particularly Syria and Lebanon Oxfam IBIS supported the crisis-affected population with WASH facilities, multi-purpose cash for covering food and basic needs, protection, skill development, COVID-related awareness, and health facilities etc. A total of 103,679 people benefitted from this support. The crisis-affected population itself played a strong role in providing these services.
- In Yemen, the humanitarian intervention of Oxfam IBIS increased the access of WASH in schools for a total of 15,689 boys and girls. A total of eight health services, benefiting 71,400 persons, increased their ability to respond to COVID-19 cholera and other health issues through various infrastructural improvements, rehabilitation of water systems, and distribution of personal protective equipment and hygiene kits. Further, improvements in access to food and WASH, as well as water supply provision to both internally displaced people and host communities, benefitted 177,968 people.
- In collaboration with the Aden Women's Council in Yemen and the Youth Council, a community campaign was launched in three districts in Aden under Oxfam IBIS supported peacebuilding work to mobilise local women and men around peace and community coexistence.

### **CONTRIBUTION TO OXFAM'S COUNTRY PROGRAMMES IN MENA**

Oxfam IBIS' programme in Egypt, Jordan, Lebanon, Morocco, Tunisia, Syria, Lebanon and Yemen is a contribution to the implementation of Oxfam's country programmes and Oxfam's Regional Strategy for the Middle East and North Africa, focussing on decent work, socio-economic opportunities, locally led humanitarian responses, and gender justice including strengthening women's role in peacebuilding.

### **RISK MANAGEMENT**

COVID-19 and the ensuing economic crisis posed a huge risk to the implementation of all programmes in the region. For the YPE programme in Morocco, Tunisia, Egypt, and Jordan, switching to online activities, job fairs and coaching made it possible to keep the job creation on track. By focussing on the most marginalised youth the programme supported the creation of decent work in places that were struggling with unemployment long before COVID-19. In Syria and Yemen, humanitarian projects were revised to meet urgent and immediate needs and reduce the spread and negative effects of COVID-19.

### **LESSONS LEARNED AND NEXT STEPS**

In the course of 2020, Oxfam IBIS decided to narrow the focus of the advocacy work of the youth participation and employment (YPE) programme in Morocco, Tunisia, Egypt, and Jordan. The previous advocacy strategy had too many components. In line with the Oxfam regional strategy focussing on gender justice Oxfam IBIS developed a concept for promoting women's rights as well as women's safety at work in YPE-programme.

Despite the vast humanitarian needs in Yemen, the funding to Yemen in 2020 has fallen short of its target. Oxfam will continue advocating for the need for multi-year and predictable funding as lack of funding threatens the delivery of much needed humanitarian assistance, and it also plans to increase its humanitarian funding to Yemen.

Oxfam IBIS is uniquely poised to make a substantial contribution to improving the economic opportunities of youth and young women in the region – ensuring that they have the chance to build decent resilient livelihoods and become active citizens. By promoting local led humanitarian interventions and inclusive peacebuilding focussing on the role of women, Oxfam IBIS seek to address the root causes of conflict and fragility in the MENA region.

Total amount spent by Oxfam IBIS on programmes in 2020: DKK 85.4M

# 10. INNOVATION



In 2020, innovation efforts in Oxfam IBIS were challenged by the COVID-19 pandemic, which impacted planned activities. However, as widely acknowledged, crisis can be a driver for innovation and we will focus on the learnings and new opportunities that the crisis created. The overall aim of our innovation efforts is to influence more, better, smarter, and long-lasting by thinking and doing differently. Where results are emerging, we are applying one or more of the following approaches:

- 1) Open and flexible project design – alteration as a necessity during the period,
- 2) Multi-purpose monitoring and reporting in new formats and
- 3) Developing the Oxfam role as a convener and catalyst.

Oxfam IBIS' innovation efforts in 2020 were focussed around three flagship projects, where new approaches, tools and ideas were developed and tested. The three projects represented different thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, and Inclusive Peacebuilding. In addition, a mechanism to fund projects generated by local partners and stakeholders was prototype tested in Liberia.

### **TECHNOLOGY IN EDUCATION AND BUSINESS MODELLING FOR CONTINUATION IN GHANA**

The initiative started because of the need for regularly updated learning materials in order to improve the learning outcomes for the girls at the Girls Models Junior High Schools in Ghana. To meet this challenge, a pilot project running in two schools is applying the information and communications technology (ICT) tools included in Idea Boxes. The school closure in 2020 provoked by COVID-19 led the way for alternative ideas and for unexpected and valuable results:

- The Idea Boxes are now being tested as a pilot for remote teaching. This idea saw the light of the day because of restrictions of movement due to COVID-19.
- Exchange between the two participating schools was planned as a physical activity throughout the project, however, it was never realised due to the long distance between them. Under COVID-19 restrictions online meetings became normal and fruitful collaboration between the schools has started virtually.
- Two possibilities have been found in order to ensure the sustainability and keep the ICT tools functioning after the project. One is to partner up with the local IT-company E-campus, who has decided to support content development for the tools as part of their corporate social responsibility (CSR) strategy. The other is that at both schools, resource centres are being established inviting the communities to use the

facilities in the Idea Boxes for a fee that can be used for the maintenance of the tools. The business models for the resource centres will be further developed and tested in 2021.

- An unexpected result was that because of the knowledge and experience gained from this project, Oxfam is now positioned as a dialogue-partner to the Ghanaian Government in the roll-out of their new education and IT-strategy, including laptops for all students.

### **TAX DIALOGUE IN KENYA**

To approach the need for a more positive dialogue among different stakeholders about corporate tax revenues, a Tax Dialogue project has been implemented in Kenya and Ghana, aimed at promoting more responsible tax practices from the private sector. The Tax Dialogue project in Kenya ended in 2020 and succeeded in generating dialogue and connections among private sector and civil society stakeholders and insights into new challenges with e.g. the tax practices of foreign companies. It was a major victory and resulted in representatives from two of the biggest companies in Kenya signing the Responsible Tax Principles, and the project partners being invited to participate in a summit for company leaders to discuss responsible tax-practice. The results were only made possible due to the relations and trust among the stakeholders built up during the last three years.

Unexpectedly, the COVID-19 crisis did have a positive effect, as the online tax-talks events attracted a lot more people than the physical talks did, which shows there is a great interest in the themes related to responsible tax, which is worth exploring further. At this point, the results are fragile as relations and trust need to be nurtured if they are to last. In 2021, we will invest in smaller activities to keep the momentum and not risk losing credibility as a constructive convener of dialogues about responsible tax. For example, maintaining civil society representation in the corporate leaders' forum. At the same time, Oxfam and partners will build on lessons learned from the last years looking at the possibility of a new, larger initiative with the ultimate aim of generating tax-revenues.

### **BUILDING COHORTS OF YOUNG PEACEBUILDERS IN UGANDA**

The approach to working with youth-led peacebuilding together with Unyoke Foundation in Uganda is to tap into and to advance the knowledge, ideas, agency, and energy of young people instead of focussing on projects with predefined start and end-points with little space left for spontaneity or short-term planning. Unfortunately, two retreats with the South Sudanese cohorts of peacebuilders had to be postponed due to COVID-19.

The cohort members all live in refugee-camps in Uganda and with the pandemic, life in refugee-camps became more difficult than usual, leaving people very little room to do anything else than sustain themselves and their families. Resources were re-allocated to secure basic means of communication – smart-phones and airtime – and the facilitators managed to retain the engagement of the cohort members through one-to-one and group conversations on regular basis. The circumstances have also created new opportunities for cohort members to initiate their own peacebuilding activities, which have ranged from engaging former child soldiers in trauma healing and reconciliation processes, to undertaking community dialogue or mediation initiatives related to specific conflicts. The engagement of the cohort members in these efforts would not have been foreseen or possible without the open-ended and iterative project design with Oxfam IBIS and the Unyoke Foundation adapting their support.

### **LID – LEVERAGE, INNOVATION AND DEVELOPMENT**

The LID approach supports the development of local ideas related to existing challenges without a time-consuming funding structure of calls and proposals that people and organisations 'not used to the system' often find themselves excluded from. Even though LID is simple, it is challenging to implement as it demands new ways of thinking and doing. In Sierra Leone, based on the first LID prototype tested in 2019, three community-farming groups and one advocacy group received a small kick-start grant in 2020 to get started and make themselves independent during a one-year period. In December, the community-farming groups sold their products at an agricultural festival organised by the local LID-consultants. The festival was the first of its kind since the civil war ended and it has the prospect of continuing as an annual event as other stakeholders in the community participated and contributed. The kick-start-funded farming groups are now on their own financially, but we are extending technical support via local consultants to consolidate relations. Both local mining companies and the local Community Development Committee have committed to providing financial support to the groups and to an agricultural festival during 2021.

In 2020, the LID was prototype tested in Liberia. As Oxfam is phasing out of Liberia by the end of 2021, the most relevant and urgent challenge to work on with the LID concept was the sustainability or continuation of activities after the withdrawal of Oxfam. Based on the experience from Sierra Leone, we spent time on agreeing upon what should be tested with this concept, why we are doing it, what we believe in and the need for local Oxfam staff to be ready to let go of control and accept solutions that are totally different from those they can imagine themselves. A key staff in Oxfam in Liberia expressed her reflections from the preparation phase in this way: "Probably the greatest learning is how strong the tendency is towards institutional path dependency. Initially I, too, was trying to provide the solution. After I finally got the need to focus on the challenge, I saw colleagues struggle with the same thing I had – they wanted to design a project and were also reluctant to trust the process." The whole LID-process had only just started and further progress was delayed due to COVID-19. It will continue during 2021.

### **INTERNAL CAPACITY BUILDING AND NEXT STEPS**

In 2020, Oxfam IBIS worked with our internal culture focussing on 'thinking and doing differently', which is the basis for becoming more innovative as an organisation. The innovation task team facilitated small online sessions about unconscious bias, the 'non-questioning of habits', the importance of first followers, and relations and systems thinking. In a physical workshop, we explored fast prototyping and we had tools developed to use for future fast prototyping – also online. Great ideas for developing our culture to become more innovative were prototyped and an evaluation showed commitment to continue the development in 2021.

Besides the continuous internal development, the focus for 2021 will be on consolidation and user-friendly guidelines of the LID concept to be used in other contexts and on gathering lessons learned from the flagship projects and the LID activity in Liberia.

# 11. INFORMATION, ENGAGEMENT AND ADVOCACY IN DENMARK



In 2020, conditions for Oxfam IBIS' public engagement and advocacy work were notoriously challenged by COVID-19. Lockdown, social distancing, lack of possibilities for face-to-face interactions and meetings, and influencing opportunities, together with and probably more important, a very limited political agenda in Denmark as well as globally, strongly determined by navigating the pandemic.

Despite these circumstances of difficult and changing contexts due to the COVID-19 emergency in Denmark, as well as in the countries where we work, the overall progress in 2020 measured against the strategic objectives in 'Public engagement and advocacy in Denmark' is assessed to be satisfactory and table 5 displays Oxfam IBIS' results measured against 2018-2021 targets.

## RESULTS ACHIEVED

In 2020, Oxfam IBIS through solid advocacy work contributed to influencing key political and private sector decision makers with a stronger advocacy impact of 10 recommendations adopted by decision makers compared to five in 2019. As an example of advocacy impact, 2020 saw an increase in Danish companies and investors integrating responsible tax in their business practices. In a survey, more than half of the participants stated that their participation in Oxfam IBIS' Tax Dialogue project had influenced their position on responsible tax (see also change story below). Another achievement was the Zealand Region signing the 'tax-haven-free' charter and by end of 2020 a total of 15 municipalities

and two regions had signed the charter directing public procurement towards transparency and fair taxation of suppliers.

Furthermore, Oxfam IBIS attracted Danish media attention to issues related to different dimensions of inequalities. The publication of Oxfam's Annual Inequality Report on the opening day of the Davos Summit caused a large media debate and Oxfam IBIS also managed to attract the media's interest in topics such as climate inequality, responsible investment practices, and inequality accelerated by COVID-19 crisis.

In relation to campaign participants, the numbers have slightly decreased. This is assessed being due partly to the lower campaign activity level because of a year with COVID-19 and the specific framing of the campaigns, which is of strategic importance and being reviewed, including the expectation to meet the targets for 2021.

There was a slight increase in Oxfam IBIS' member base to 8,149. Oxfam IBIS aims at broadening the base and outreach, both in terms of number of members (head counts) and in number of supporters through one-off contributions and fundraising events/collections. In 2020, the reporting reflects this by breaking down numbers differently. It means that the number of supporters (7,071) excludes number of donations-as-membership, while the total of head counts that have contributed to Oxfam IBIS in 2020 is 15,270.

**TABLE 5: PUBLIC ENGAGEMENT, CAMPAIGNS AND ADVOCACY IN DENMARK**

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	ANNUAL TARGETS 2018-2021	FUNDING SOURCE
5.1.1 Major Oxfam IBIS recommendations adopted by decision makers	6	5	10	6	SP Own funds
5.1.2 Major stories making impact in Danish media	4	3	4	4	SP Own funds
5.3.1 Number of campaign participants in Denmark	21,973	19,306	18,861	35,000 by 2021	SP Own funds
5.3.2 Numbers of students taking part in 'The Reading Rocket'/other school activities	177,707	164,160	131,464	2018-2019: 165,000 2020:140,000 2021: 100,000	SP Own funds
5.3.3 Numbers of interactions on social media	1,297,070	1,307,319	1,694,069	1,500,000 by 2021	SP Own funds
5.4.1 Number of Oxfam IBIS members	8,303	7,886	8,149	10,000 by 2021	Own funds Oxfam Inv. Funds
5.4.2 Number of Oxfam IBIS supporters	18,987	17,100	7,071	30,000 by 2021	Own funds

## PROJECT AND PROGRAMME RELATED INFORMATION

The project and programme related information activities were prioritised in five different areas: Social media, Feminist Talks, 'The Whole World in School' campaign, the tax campaign, and Oxfam magazine.

**Social media as a "hook".** Oxfam IBIS has experienced an increase in the number of social media interactions reaching 1,694,069 interactions in 2020 surpassing the target of 1.5M. Global inequalities related to topics such as economy, poverty, tax havens, climate, and gender – linking Oxfam IBIS' programme work in the Global South with the wider structural policy struggles that Oxfam IBIS is engaged in, have motivated interactions and it is assessed that public interest is increasing.

**Feminist Talks campaign.** The campaign aims at connecting Danish women with women in the Global South. It was a strategic decision to engage a larger part of the Danish public in the work on women and inequality and the Feminist Talks were organised so that main speakers participated in the meetings, albeit digitally. Additionally, the Talks were transmitted to mobile phones, through podcasts as well as through personal meetings across countries. Despite the lockdown and social distancing, we managed to implement a good number of the planned meetings/events in various locations in Denmark, although on a smaller scale, both in terms of locations and of event size. The digital 'personal meeting' concept was able to engage people and will be further refined for the next season of Feminist Talks in 2021 (see also change story below).

**The Whole World in School campaign.** The campaign was hit very hard by the pandemic and school closures in spring 2020. The Action Week where school engage in a variety of activities had to be cancelled and the output of fundraising activities was small (students were being home-schooled). The outreach in terms of number of students participating is, however, on track, reaching 131,464 students from 6,365 school classes in 1,038 public schools in Denmark. This year, the students 'met' children from Uganda through the book *The Reading Rocket* (LæseRaketten) and online material including a focus on the SDGs.

**The tax campaign.** The message for the tax campaign is the importance of fair taxes to finance strong societies in the North and in the Global South. In 2020, the campaign included various spikes and generated interaction and engagement around issues of financing and the structures of inequality. The communication means were social media, media presence, and op-eds.

**Oxfam magazine and newsletter.** Oxfam IBIS printed four magazines in an edition of 7,500 copies for our members. Oxfam IBIS distributed a newsletter to 46,212 recipients in 2020. Of these 41,177 were non-members and 5,035 members. The recipients also received other regular mail communications based on thematic interest, e.g. Women and Inequality and Economic Inequality and Taxation.

## LESSONS LEARNED AND NEXT STEPS

The Yemen campaign about the investment of Danish pension funds in companies selling weapons or equipment to be used in the war in Yemen was designed with the aim of integrating engagement and advocacy. Oxfam IBIS produced its own report analysing the investments of Danish pension funds. Based on the report, it was possible to engage various target groups, such as those with an interest in 'where does my money go' and responsible investments, actual clients of the different pension funds, and a broader audience interested in the humanitarian crisis in Yemen.

The campaign saw sizeable engagement from the Danish public, and this is continuing in 2021, with focus shifting to the individual level, the pension funds and how clients can push for change in investment portfolios. From an advocacy point of view, the campaign sparked solid media attention and, furthermore, opened a dialogue with a number of Pension Funds on their portfolios and options for change. It has also led to political advocacy moments with engagement in Parliament, where the report was referenced in Members' of Parliament political work in relation to pension funds even if this was not a success criterion nor a priority in itself.

For Oxfam IBIS internally, a key learning is that the combination of organisational legitimacy on the subject, solid knowledge base (the report), well-defined engagement and advocacy objectives – and clarity on synergy and how campaign elements will interact and mutually support each other – together with a clear demand for action, ensured the right resources at the right moments and a joint understanding of do's and don'ts. Furthermore, cross departmental and cross team collaboration (programme teams, policy, campaign, press) was profound, and a crucial lesson learned is that it is possible, it brings results, and it solidifies legitimacy and clarity around purpose and impact.

Another lesson learned from our engagement work is that many members want to get more involved. Based on this knowledge, we launched a new type of campaign, where we asked members, who were actively engaged in our information campaign about the inequalities

related to COVID-19, to become Oxfam IBIS ambassadors/recruiters of new members. The initiative was a success, and 330 ambassadors were identified via our database and 150 new members were recruited. However, the 'ask' in this campaign design was potentially too big (recruit your friends as new members, rather than e.g. a one-off donation or giving signatures). We will continue to work with the model in various campaigns, where focus will be on members recruiting signatures to petitions, obtaining donations, and sharing postings on social media.

## CHANGE STORIES

### FEMINIST TALKS - ENGAGING WITH A NEW AUDIENCE

Feminist Talks were a series of debates conducted in the autumn of 2020. Each event was organised as a dialogue between a strong gender justice activist from the Global South and a prominent Danish activist/feminist. The subjects of the Talks were around topics such as feminism, sexism and racism; feminism, indigenous peoples and climate activism; and peacebuilding and feminism.

The purpose of the Talks was to provide a platform for strong voices from the Global South to connect to audiences in Denmark, thus strengthening a sense of global solidarity and connectedness across the globe for both parties. Another purpose was to engage with a new audience (young Danish feminists), creating a platform to discuss structural and global issues, which often seem distant and overwhelming to the individual, in an atmosphere where personal stories were told. We experimented with new venues for these Talks, such as Talk Town in Copenhagen, FemiFestival in Odense, Kvindemuseet in Aarhus, and folk high schools all around the country. Through these venues, we were able to reach new people in the target groups.

In 2020, a total of 12 debates were held, 11 physical and one virtual due to COVID-19 restrictions, and 697 people participated in the physical talks and 53 in the online event. As a result, 2,000 subscribed to Oxfam IBIS' new Women and Inequality newsletter about feminist analysis and perspectives on global issues like violence against women, care-work, and #MeToo. Most event participants joined 'Beredskabet' – a group of digital activists, who are ready to take action and stand up for women all over the world whenever needed (e-mail support, letters, donations etc). It is important to pay attention to the follow-up communication and 'onboarding' into the organisation for the activists. The engagement of this target group can also be extended to other areas and constitute a platform for Oxfam IBIS campaign work in the longer term.

SDG targets 5.5. and 5.b.

### TAX DIALOGUE AND CODE OF CONDUCT ON RESPONSIBLE TAXATION

In February 2020, Danish pension funds and the Danish Investment Fund for Developing Countries (IFU) decided to stop investments through the tax haven Cayman Islands, blacklisted by the EU. The decision meant that Danish taxpayers' pension money no longer were to be invested through the tax haven Cayman Island. In the case of IFU, the commitment was related to new investments, not existing ones.

Oxfam IBIS played a crucial role in applying pressure on both pension funds and IFU, among others through the engagement of several large and prominent media (Børsen, Finans and Information), to hold the funds to account for the commitments and to follow their policies as soon as Cayman Islands was blacklisted by the EU.

The decision complied with the pension funds' code of conduct on responsible taxation, developed by key actors that had participated in the Tax Dialogue initiative set up by Oxfam IBIS and over a long time had been part of the dialogue. The discussions under the Tax Dialogue and the general focus it has brought to responsible tax has likely contributed to the decision to not invest in blacklisted jurisdictions.

Before Oxfam IBIS started the Tax Dialogue in 2014, only one investor out of 13 that attended the Tax Dialogue, had a tax policy. By 2019, 11 out of 13 investors involved in the Tax Dialogue had enacted a tax policy, and more than half of the participants answered in a [survey](#) that the Tax Dialogue project had influenced their position on responsible tax. From the outset of the dialogue, Oxfam IBIS had emphasized that responsible investors should have a policy against investing through tax havens.

Oxfam IBIS has a yearlong track record of raising the issue of tax havens and making it a topic in public debate through campaigning, media work and advocacy. This work on public mobilisation and engagement is a crucial part of Oxfam IBIS' value added and is most likely an important factor in creating the kind of conducive environment for the kind of change witnessed under this change story.

The stop proved temporary as Cayman Islands in late 2020 was delisted from the EU blacklist of tax havens; a set-back for the fight against tax havens; Oxfam IBIS together with other civil society actors are continuously working to pressure the EU to strengthening the blacklist and ensure it is a meaningful tool in the fight against tax avoidance.

SDG targets 10.4, 10.5 and 17.1.

# 12. ORGANISATIONAL DEVELOPMENT AND SUSTAINABILITY



The COVID-19 pandemic impacted on the set strategies and plans for implementation of the entire programme during 2020. The prompt responses and flexibility shown by the Danish Ministry of Foreign Affairs enabled Oxfam IBIS to quickly initiate a re-programming process with country offices and partners in order to adapt projects and programmes under the Strategic Partnership to safeguard communities from infection and negative consequences from lockdowns.

In the first half of 2020, this led to suspension of some planned activities that could not be carried out, or that were no longer fit for purpose and to designing new activities in response to associated challenges. Quick adaptation and focus on responding to the pandemic were high priorities during the entire year, and a lot of effort was put into ensuring implementation in alternative ways at all levels of the organisation, as reported in detail in other sections of the Results Report. Similar quick COVID-19 adaptation was executed in relation to other partnerships (e.g. the Danish Arabic Partnership Programme and European Union funded programmes), as per agreement with the administrative guidance provided by the different donors.

Despite the challenging context and the impact by the COVID-19 on our partners and country offices, 2020 turned out quite well with significant delivery of results and progress towards our strategic objectives. Especially within the thematic area of Transformative Education for Active Citizenship we improved the level of results

and contributed to long-term changes and influence on education policies and financing at national and global levels. Within Humanitarian Response we were able to assist almost three times the number of the most vulnerable and marginalised people affected by crisis compared to 2019. Similarly, in the Inclusive Peace-building thematic area we achieved impressive results with progress across all performance indicators, while there was a slight decline in the level of results within the Economic Justice and Inclusive Democracies area compared to 2019. However, despite of COVID-19 and an even more restricted space for civil society to act, Oxfam and partners succeeded in influencing duty bearers and other decision makers and we progressed significantly towards the set targets for 2021.

### EDUCATION OUT LOUD FUND

In 2020, Oxfam IBIS continued as Grant Agent of the Global Partnership for Education (GPE) fund called Education Out Loud (EOL). EOL supports civil society organisations in improving their engagement in national education sector policy dialogues and in monitoring the effectiveness of education policy implementation, while also promoting a transnational enabling environment for civil society advocacy work in education. Oxfam IBIS launched four calls for proposals during 2020, and provided grants to 77 civil society partners working on advocacy and social accountability in education planning and policy in 52 countries in Africa, Latin America and the Caribbean, Asia and the Pacific. The fund supports National Education Coalitions (NECs) in all 52 coun-

**TABLE 6: ORGANISATIONAL DEVELOPMENT AND SUSTAINABILITY**

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	ANNUAL TARGETS 2018-2021
6.1.1 Percentage of agreed follow-ups on recommendations by Danida's capacity review are timely implemented	83%	93%	100%	100%
6.1.2 Percentage of implemented follow-ups on recommendations by Danida's capacity review are ranked 'satisfactory' or 'highly satisfactory' (by a self-evaluation)	100%	100%	97%	85%
6.2.1 Increase in equity of the organisation	Increased by DKK 1M to DKK 7M	Increased by DKK 4M to DKK 11M	Increased by DKK 4M to DKK 15M	DKK 13.4M by 2021 *
6.3.1 Annual administration cost in percent of total turnover	7.1%	4.8% (6.3% based on average income)	6.9 %	Minimum 7% and maximum 10%
6.3.2 Percentage of annual programme spending going directly to country level including partners	78%	75% based on average income	79%	75%

\*The target has been adjusted to DKK 13.4M (from 8M) to align with targets in Financial Sub-strategy endorsed by the Oxfam IBIS Board in 2019

tries and the NECs participate in policy discussions to advocacy for the rights of marginalised groups to quality education.

During 2020, when a high number of countries were affected by COVID-19 restrictions, the NECs were rapid to adapt and still reached to participate in the discussions about education at the national level in 37 countries. Here the NECs raised their concern directly with the Ministries of Education regarding the emergency education plans that mainly built on on-line education, which tend to place poor and marginalised groups in disadvantage. EOL also supported Global Campaign for Education (GCE) and the work of Regional Coalitions to provide strategic orientations to the NECs.

## **DEVELOPMENTS IN THE OXFAM CONFEDERATION**

While the Oxfam Confederation made an important contribution to addressing some of the impacts of COVID-19 in countries where we work, the pandemic had huge implication for the financial health of the Confederation. Due to general trends in the market, the Oxfam Confederation was faced with serious challenges related to declining income of unrestricted funding. The tendency was accelerated in March 2020 by the impact COVID-19 had on various private collection methods in the European and North American markets, especially the income generated from running second-hand shops. This prompted the organisation to speed up an already outlined plan for reviewing Oxfam's country presence and other measures aimed at reducing the global footprint and costs associated with it. The number of countries that Oxfam will work in after 2022 will be reduced from 64 to 46. The phasing-out includes Liberia and Sierra Leone, which are Oxfam IBIS priority countries. Phasing-out plans and intensified risk management are being implemented to facilitate a smooth conclusion by March 2022.

While the pandemic has continued throughout 2020 and is likely to carry on for some time, all the implications of the changed financial situation of the Oxfam Confederation are not fully known.

A new Oxfam strategic plan was finalised at the beginning of 2020, but not launched until October 2020, due to COVID-19, and at a time when the new Executive Director of Oxfam International, Gabriella Bucher, was introduced. The Oxfam Strategic Framework 2020-2030 – 'Fight Inequality – together, we can end injustice and poverty', embraces the aspirations and work of the entire Confederation for the next decade. The Framework operates with four areas where the Confederation intends to achieve 'systemic change': 1) Advocate for just economies that put people and the planet at the centre, 2) Fight for gender justice and against any form of vio-

lence against women and girls, 3) Take action to change the course of the climate crisis and 4) Speak out against the erosion of accountable governance. The strategy was followed by a 'Horizon planning' exercise where the different entities in Oxfam laid out their detailed priorities and plans for the next two-three years.

Oxfam IBIS' thematic priorities are embedded in these systemic change areas and it was possible to integrate transformative education into Oxfam's Strategic Framework, enabling Oxfam IBIS to continue the important work on developing the organisation's education profile. This was made possible by demonstrating leverage on international agendas, and because of the participation of the Oxfam IBIS initiated Education Community of Practice and Influence's (ECPI) and its impact on global education advocacy drives. However, the detailed planning and selection leading to the programmatic choice still need to be worked out and integrated at country programme level through the Country Operational Plans, and planning in relation to a possible next round of a Strategic Partnership.

## **GOVERNANCE AND MEMBER BASE**

The Oxfam Confederation concluded its governance review and decided to start recruitment of a new future Board with nine members (four 'independent' members with no concurrent affiliation with Oxfam and five 'non-independent' members from Oxfam Affiliates). It will replace the Board of Supervisors and the Executive Board and be the body to which the OI Secretariat reports. For affiliates, there will be a new Executive Director's Forum and an Affiliate Business meeting.

In Oxfam IBIS, the Board tabled a motion at the General Assembly in November 2020 that the composition of the Oxfam IBIS Board be reduced from 14 members to ten, which was adopted, together with a resolution that more attention needs to be given to how required capacities and set of competencies within the Board are ensured.

The Board is pursuing a visible external profile, giving input in the public debate and influencing the political agenda. Strengthening the organisation's popular foundation, engaging the public and stimulating the interest in becoming members and contributing financially to the work of the organisation on a regular basis and backing up its influencing work. At the end of 2020, Oxfam IBIS had 8,149 members a slightly higher number than the previous year (7,886 in 2019).

In May 2020, a new Policy Director was appointed with the purpose of strengthening Oxfam IBIS' ability to leverage its policy and advocacy work pertaining to fighting poverty and inequality. A department dedicated

to the coordination of priorities in relation to policy and advocacy was created to pursue that aim. Towards the end of 2020, the Public Engagement Director resigned, and this prompted a review of the department, and of the organisation as well, before recruitment started with an updated profile of the department and its director. Adjustments of the organisational structure will continue to be made on a continuous basis in order to ensure the most effective way of adapting the organisation to respond to the changing needs and context.

## RESULTS ACHIEVED

Oxfam IBIS' performance within organisational development and sustainability was satisfactory in 2020. We are on track in terms of meeting the strategic indicator targets in a successful manner. Table 6 presents an overview of Oxfam IBIS' results measured against the targets in the Global Results Framework. The action plan and follow up measures on the latest Danida capacity review and assessment (2018) have been implemented at a very satisfactory level and within an acceptable

CORPORATE RISK OVERVIEW 2020/21	POTENTIAL IMPACT	LIKELIHOOD	DEVELOPMENT ACTIONS TAKEN IN 2020
1. Shrinking space for civil society in partner countries limiting the operations and human rights-based influencing work of Oxfam and its partners.	H	H	Mitigation actions include; 1) Dialogue with local governments on protection of human rights defenders, and facilitation of enhanced dialogue between CSO and government officials, 2) Dialogue with donors, especially Danish Embassies and EU delegations on protection on human rights defenders, 3) Engagement in EU delegations' systematic civil society processes in country, 4) Encouraging civil society alliances and 5) Legal protection of offended partners in concrete cases.
2. Volatility in fragile States might delay or hamper implementation of previously planned use of funds and achievement of progress.	H	H	Regular risk assessment, systematic monitoring and mitigation through Oxfam's country and regional entities and adjusted planning.
3. Shifting funding patterns challenge Oxfam IBIS' business model.	M	H	Oxfam IBIS explores new options for its diversification of funding from institutional donors/private donors. The success of this approach is manifested in measuring number and volume of grants from new/different donors on tender/competitive basis and makes it possible to include these in the Oxfam business model (e.g. Education Out Loud/GPE; Novo Nordisk Foundation, LEGO Foundation, NORAD)
4. The Oxfam model with Oxfam IBIS managing all donor relations in Denmark on behalf of Oxfam increases dependency on Danida funding	M	M	Follows account plans and satisfactory results have been achieved. Diversification of funding must not be at the expense of successful fundraising from Danida.
5. Journey of Oxfam IBIS into One Oxfam may temporarily reduce implementation pace, results generation and challenge quality of reporting.	H	H	Programme implementation adjusted rapidly, budget and plans for 2020 followed, despite COVID-19 impact. Need for further simplification and compliance by close monitoring and reporting on execution required.

H=high, M=medium, and L=low (Both assessments need at least M to be included)

timeline. The Danida regular Financial Review was carried out towards the end of 2020, and a plan for implementation of the recommendations from this review has been agreed with Danida.

By the end of 2020, Oxfam IBIS had re-established its equity to DKK 15M, which is higher than plans set out in the Financial Sub-strategy (DKK 13.4M by March 2021).

A series of mid-term reviews of projects and programmes started in 2020, with some delay in various countries due to COVID-19, and review methodologies were adapted to the situation of extensive travel restrictions. The reviews were important inputs to corrective actions and adjustments of programmes for the remaining SP period and for future programming, whereas decisions about the latter will obviously be informed as well by other factors.

### **RISK MANAGEMENT**

Oxfam IBIS has identified a range of corporate risks that may influence the successful implementation of our projects and programmes. The risk overview is continu-

ously monitored and corrective action is taken in order to mitigate the risks. Oxfam IBIS' corporate risk overview 2020-21 is outlined in the table on page 59.

### **SAFEGUARDING**

Oxfam continues to implement the 10-points action plan addressing issues pertaining to safeguarding in the organisation. The quarterly reporting on the progress is published on <https://www.oxfam.org/en/oxfams-commitment-stamping-out-sexual-harassment-and-abuse> and receives management attention at all levels of the Confederation. Implementation of the plan is a long-term investment and will continue to require resources and attention in order to ensure a culture where 'living our values' prevails. The big investments in reporting mechanisms and complaints handling are likely to generate more cases that may also attract public attention. It should also be noted that an increase in the number of reported cases is likely to be a positive sign that reporting channels are working and that victims feel able to come forward.

# ANNEX 1

## OXFAM IBIS' MOST SIGNIFICANT CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND TARGETS IN 2020

### GOAL 1. END POVERTY IN ALL ITS FORMS EVERYWHERE

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.

### GOAL 4. ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.

### GOAL 5. ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

5.1 End all forms of discrimination against all women and girls everywhere.

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

#### **GOAL 8. PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL**

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

#### **GOAL 10. REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES**

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.

10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions.

10. b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes.

#### **GOAL 16. PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS**

16.1 Significantly reduce all forms of violence and related death rates everywhere.

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.

16.5 Substantially reduce corruption and bribery in all their forms.

16.6 Develop effective, accountable and transparent institutions at all levels.

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

#### **GOAL 17. STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT**

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries.

17.3 Mobilize additional financial resources for developing countries from multiple sources.

17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

#### **“GOAL 18” ADDITIONAL DANISH GOAL ON YOUTH**

# ANNEX 2

## ADDENDUM SUMMARY RESULTS FRAMEWORK ON COVID-19 RESPONSES FOR SP PROJECTS

This annex reports results from COVID-19 responses against the addendum summary results framework for our SP projects submitted to Danida in August 2020, as required under the temporary guidelines for relocations of funds to response activities.

KEY PERFORMANCE INDICATORS	RESULT 2020
<b>1. Impacts on Operating Environment</b>	
Add-1.1.1: % of Oxfam country offices in programme countries submitting monthly situation reports that include situation updates to base interventions on community needs	>3 reports: 77%, >6 reports: 62%, 9 reports: 15%
Add-1.1.2: Average infection rate and mortality rate from coronavirus in programme countries (using quarterly averages to track changes over time)	Per million (cases/deaths): Q1: 5 / 0.12, Q2: 557 / 18.23, Q3: 3,259 / 109.07, Q4: 3,243 / 70.35.
Add-1.1.3: Average scores across country programmes using the Oxford University Stringency Index as a proxy for lockdowns and other national response measures*	Q1: 28.4, Q2: 63.5, Q3: 59.6, Q4: 44.8.
Add-1.1.4: % of enrolled pupils affected by school closures during lockdowns in programme countries (using qualitative thresholds to capture change over time and based on UNESCO summary of ISCED levels 0 to 8)	Q1: 82%, Q2: 91%, Q3: 83%, Q4: 51%.
Add-1.1.5: % estimated rise in global extreme poverty by 2021 (based on World Bank figures; baseline prior to COVID-19 in April 2020 of a decline by 3.1%)	Estimated increase of 1.4%
Add-1.1.6: % increase in violent incidents in programme countries per quarter (using qualitative thresholds compare with 2019 and based on ACLED figures)	Africa: 49.9%, Latin America: -32.0% (decrease)
<b>2. Operational Capacity</b>	
Add-2.1.1: % of funding for Oxfam COVID-19 responses in programme countries contributed by Oxfam IBIS (disaggregating between overall funding and Danida SP)	11%
Add-2.1.2: % of spending in programme countries compared to original budgets (as a proxy for greater or lesser activity levels during COVID-19 compared to planned)	88% (12% reallocated to COVID-19 from Lot CIV and HUM.)
Add-2.1.3: % of outputs and outcomes suspended due to COVID-19	33% of outputs; 36% of outcomes
Add-2.1.4: % of suspended outputs and outcomes restarted by quarter (using qualitative thresholds to allow for activities being suspended again later)	Q1 to Q2: 22% restarted, Q2 to Q3: 58% restarted, Q3 to Q4: 12% restarted.
Add-2.1.5: % of operations in programme countries impacted by COVID-19**	29%

KEY PERFORMANCE INDICATORS	RESULT 2020
Add-2.1.6: % of Oxfam country offices in programme countries that have established risk assessments and feedback mechanisms for safe-programming in response to COVID-19***	100%
Add-2.2.1: # of people reached through COVID-19 response activities (disaggregated by gender, age group and theme)	31,206 people (16,135 female, 15,071 male)
Add-2.2.2: # of estimated people who would have been reached by suspended activities if they had been carried out (based on original reach targets and/or average annual reach in previous years)	Approx. 39,000
Add-2.2.3: Ratio of people reached through COVID-19 response activities compared to original targets for existing programmes and projects	80% (Excludes indirect reach of approx. 545,000 people.)
<b>3. Programmatic Responses</b>	
<i>Awareness-raising and WASH</i>	
Add-3.1.1: % of programme countries working on awareness-raising and WASH initiatives (such as campaigns and provision of personal protective equipment)	86%
Add-3.1.2: % of programme countries empowering and involving youth and/or women in awareness-raising and/or WASH initiatives to disrupt COVID-19	79%
Add-3.1.3: # of programme countries build capacity for CSO partners to raise awareness and/or delivery WASH initiatives to disrupt COVID-19	86%
<i>Continued education</i>	
Add-3.2.1: # of continued education initiatives developed and delivered through alternative means (including % of programme countries developing and delivering continued education initiatives)	16 initiatives, 62% of countries
Add-3.2.2: # of advocacy initiatives on education in COVID-19 contexts (disaggregated by country and using qualitative thresholds, ranging from developing key messages to governments implementing recommended measures in practice)	13 initiatives, 46% of countries
Add-3.2.3: # of psychosocial initiatives to support learners and teacher's well-being developed and delivered (including % of programme countries developing and delivering psychosocial initiatives)	9 initiatives 46% of countries
<i>Fighting inequality</i>	
Add-3.3.1: # of studies or initiatives to systematically track socio-economic effects of COVID-19, national responses to it and/or lockdowns (including % of programme countries undertaking these)	14 initiatives 62% of countries
Add-3.3.2: % of programme countries involving youth and/or women to advocate for equitable and transparent national responses that hold policymakers accountable	77%
Add-3.3.3: # of advocacy initiatives for equitable and transparent national responses that hold policymakers accountable (disaggregated by country and using qualitative thresholds, ranging from developing key messages to governments implementing recommended measures in practice)	18 initiatives,
<i>Peacebuilding</i>	
Add-3.4.1: # of studies or initiatives to systematically address peacebuilding in the context of COVID-19 and lockdowns (including % of programme countries undertaking these)	2 initiatives 29% of countries
Add-3.4.2: % of programme countries involving youth and/or women in peacebuilding activities adapted to operational and contextual challenges of COVID-19 and lockdowns	86%

KEY PERFORMANCE INDICATORS	RESULT 2020
Add-3.4.3: % of programme countries working on strengthening inter-group relationships and/or prevention of deterioration of social cohesion in light of the lockdown measures and the uncertainty surrounding COVID-19 driving and reinforcing stereotypes and mistrust between groups.	71%
Add-3.4.4: # of campaign and advocacy initiatives to ensure government commitments for reducing tensions in the context of COVID-19 and lockdowns	8 initiatives, 71% of countries
Add-3.4.5: % of country offices in programme countries supported to undertake conflict analysis and conflict-sensitivity considered as part of COVID-19 response plans	29%
<i>Gender-based violence</i>	
Add-3.5.1: % of programme countries that have defined response initiatives to address GBV in the context of COVID-19	71%
Add-3.5.2: % of programme countries involving women, youth and/or CSO partners to advocate for government commitments to prevent and respond to violence against women and girls in the context of COVID-19	64%
Add-3.5.3: # of advocacy initiatives calling for commitments by government and community leaders to prevent and respond to violence against women and girls in the context of COVID-19 (disaggregated by global and country and using qualitative thresholds, ranging from developing key messages to implementing recommended measures in practice)	15 initiatives, 64% of countries

\* Indicator updated to reflect independent source.

\*\* Indicator updated to reflect change in Oxfam International's assessment of operational status.

\*\*\* Introduced for Danida Strategic Update across all SP projects.