



# RESULTS REPORT 2019

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**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
CISU	Civil Society in Development
CSO	Civil society organisation
DAPP	Danish-Arab Partnership Programme
DDR	Demobilisation, disarmament, and reintegration
DEVCO	Directorate-General for International Cooperation and Development (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
GRF	Global Refugee Fund
GTE	Gender transformative education
ICT	Information and communications technology
IDP	Internally displaced people
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organisation
INEE	International Network for Education in Emergencies
INGO	International non-governmental organisation
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
NGO	Non-governmental organisation
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPS	Operational Performance System
PRODESSA	El Proyecto de Desarrollo Santiago
PTA	Parent Teacher Association
SMC	School Management Committee
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
TiCC	Teacher in Conflict and Crisis
ToC	Theory of Change
TVET	Technical Vocational Education and Training
UN	United Nations
UNGP	UN Guiding Principles on Business and Human Rights
WASH	Water Sanitation and Hygiene
WPS	Women, Peace and Security
YPE	Youth Participation and Employment programme

# EXECUTIVE SUMMARY

2019 was a year of consolidation for Oxfam IBIS and for the fight against inequality and poverty and the work for just societies, where all people have equal rights, access and opportunities. The year marked the second year of the Oxfam IBIS Strategy 2018-2022 and the midterm of the four-year Strategic Partnership with Danida around the four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peacebuilding, and Humanitarian Response and Education in Emergencies. Other engagements were centred around these priorities.

Overall, 2019 was satisfactory, with significant results and notable progress being made towards strategic objectives and targets in the Global Results Framework 2018-2021. Programme implementation picked up compared to 2018 and we consolidated our role in the Oxfam Confederation by influencing Oxfam's new strategic framework and thematic areas.

Despite significant progress in 2019, programme implementation has been challenged by conflicts and shrinking space for civil society in many of the 25 countries where we work. Our partners and programmes face situations of fragility and internal conflicts and civil society organisations are under pressure and have limited space for democratic participation.

The rights-based development of civil society partners is still the basis for capacity development with the aim of strengthening them as independent and result-oriented agents of change. Within the two thematic areas Transformative Education for Active Citizenship and Economic Justice and Inclusive Democracies, Oxfam IBIS achieved notable results through its partners in 2019 and progress within the two areas was assessed highly satisfactory. In the Transformative Education for Active Citizenship thematic area, 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 cumulative targets in the Global Results Framework 2018-2021. Especially the scaling up of good education practices by national public authorities has been successful. Similarly, the influence exerted in relation to education policies and financing at national and global levels is promising, achieving 70% of the four-year target.

Within the Economic Justice and Inclusive Democracies thematic area, programmes equally demonstrated important progress in 2019. We strengthened our advocacy strategies and interaction with civil society partners and the Oxfam Confederation, which is becoming increasingly impactful, particularly in selected countries. Despite the challenging context marked by shrinking civic space in many countries, the thematic programmes increased the level of results by 100% on various indicators in the Global Results Framework 2018-2021 compared to 2018 and we experienced an increase in the number of regional and global advocacy results. Progress was made within fair taxation, protection of human rights, gender justice and improvement of youth's human rights and economic opportunities.

During 2019, Oxfam IBIS advanced the implementation of the two relatively new thematic areas: Inclusive Peacebuilding and Humanitarian Response and Education in Emergencies. For the Inclusive Peacebuilding programme, the achievement of results in 2019 was on track to reach cumulative targets by 2021 and was thus satisfactory overall. Oxfam IBIS shifted the focus for the programme away from high-level engagement and international policy change towards community level engagement. We supported the peacebuilding initiatives with the participation of women and youth and managed to exhort the Oxfam Confederation, for the first time, to place an emphasis on addressing root causes of conflict and explicitly advancing the Women, Peace, and Security agenda. In 2019, Oxfam IBIS expanded its Humanitarian Response and Education in Emergencies programmes to ten countries. Furthermore, the advocacy efforts were strengthened, and we became a more integral humanitarian actor as part of the Oxfam Confederation. With 144,840 people in humanitarian crisis benefitting from our initiatives such as Education in Emergencies, safe learning environment, water and sanitation and food security; we performed satisfactorily against 2018-2021 targets.

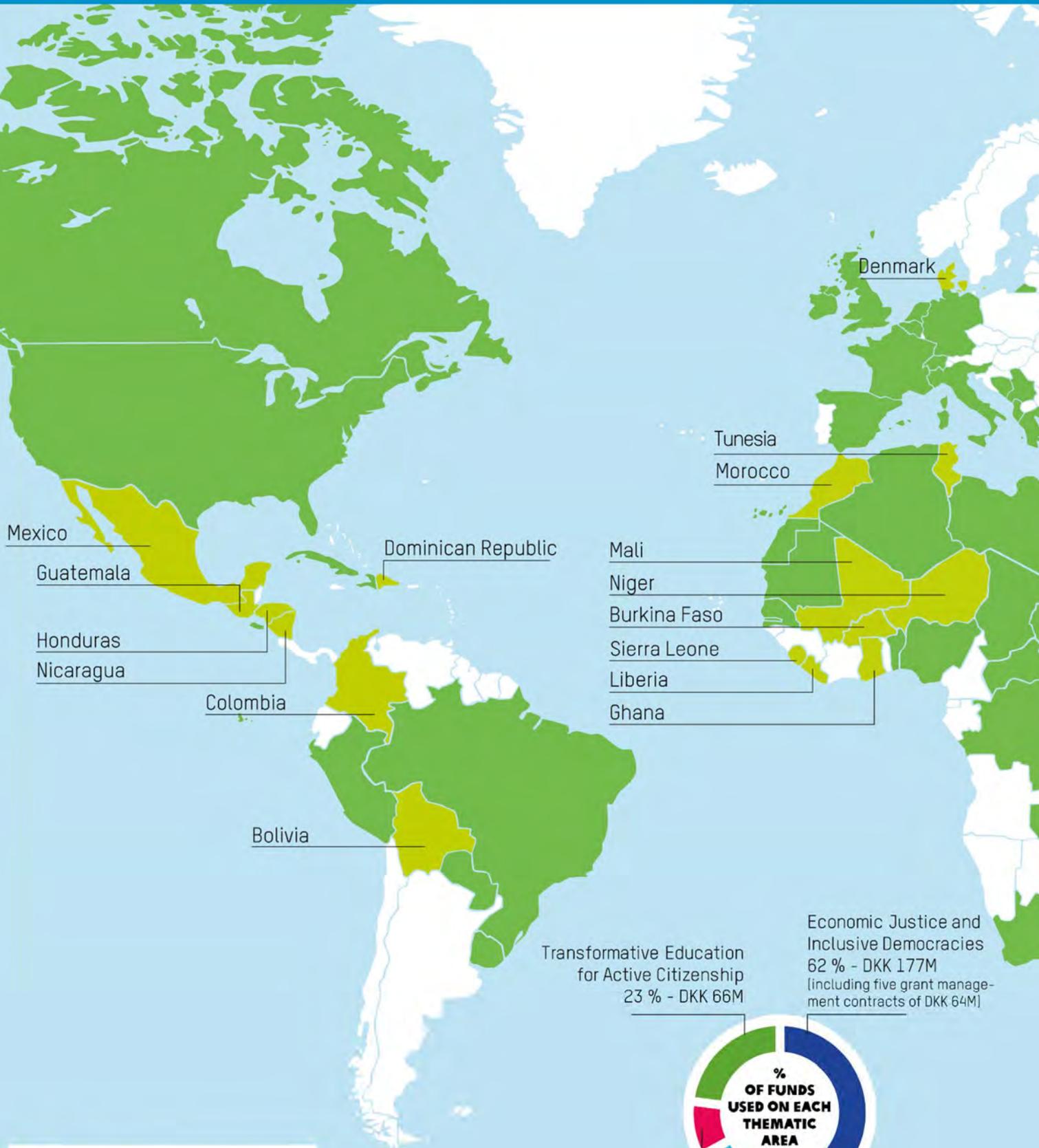
Within innovation, Oxfam IBIS advanced its experimental approach, defining three focus areas: 1) open project design, 2) multi-purpose reporting in new formats and 3) developing the Oxfam role as convener and catalyst. New lessons were learned from flagship projects about working with young peacebuilders in South Sudan/Uganda and new ways to implement tax dialogues in Kenya and Ghana.

Information, public engagement and advocacy in Denmark performed satisfactorily in 2019. Outreach and engagement demonstrated good results with increased interaction on social media. The 'Whole World in School' campaign maintained a high number of participants and more than 164,000 students participated in 2019, reaching 71% of all Danish primary schools. The campaign, which aimed at having Danish municipalities sign a 'tax-haven-free' charter saw five new municipalities and the Capital Region, respectively, sign a charter, which means that by 2019 25% of the population lives in a tax-haven-free municipality.

Oxfam IBIS' performance within organisational development also progress according to plan in 2019 and was therefore satisfactory overall. After a rather slow start in 2018, we managed to speed up implementation of the Strategic Partnership agreement during 2019 and caught up on the previous year's underspending. Oxfam IBIS participated in the preparations for Oxfam's new strategic framework working towards 2030 in order to enable transformative education and active citizenship to appear as a prominent and integral part of the new strategy. Oxfam IBIS was successful in obtaining accreditation by the Global Partnership for Education (GPE) and was selected as grant agent for the GPE Education Out Loud civil society fund with final approval by the GPE Board in early 2019. The fund mechanism received applications for the first call in October 2019, and more calls will be launched subsequently.

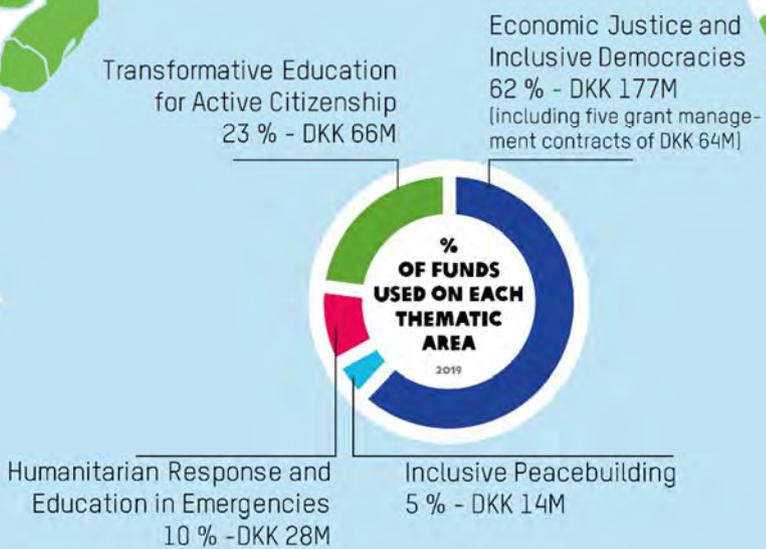
Finally, the plan to increase equity was successfully implemented. The result for 2019 with a surplus of DKK 4M leading to an equity of DKK 11M is satisfactory progress. Furthermore, the percentage of annual programme spending going directly to countries including partner level implementation processes was 75% in 2019, which is considered satisfactory.

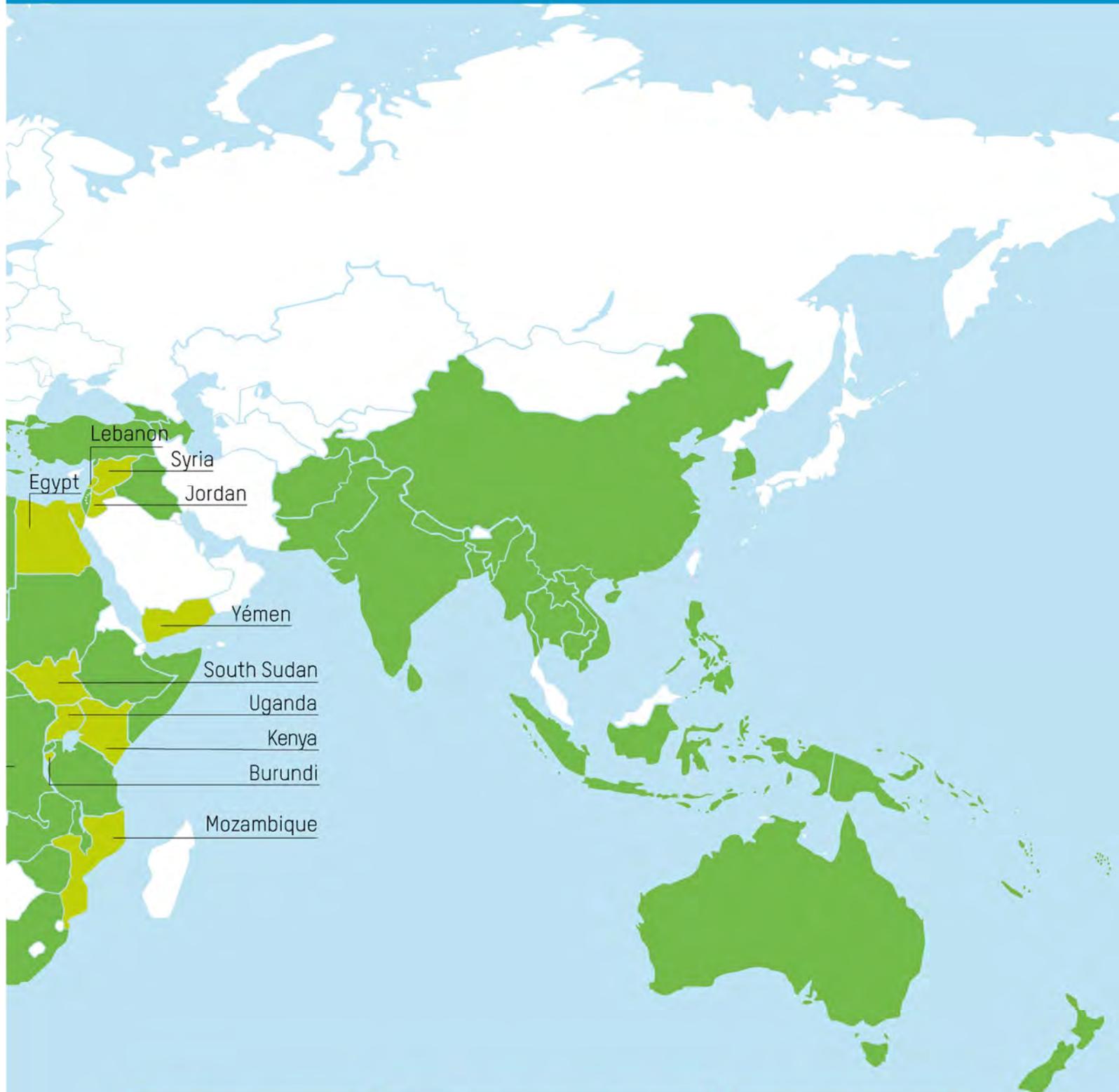
# WHERE WE FIGHT INEQUALITY 2019



 Countries of engagement of Oxfam International (86)

 Countries where Oxfam IBIS is active (26)





**163** PARTNERS SUPPORTED  
Partners supported in more than one thematic areas are only counted once

**26** COUNTRIES

**267,014**  
PEOPLE WE HAVE WORKED WITH DIRECTLY

**52 %** WOMEN AND GIRLS

**25 %** YOUTH

# 1. INTRODUCTION

Oxfam IBIS fights inequality and poverty and works for just societies, where all people have equal rights, access and opportunities. In 2019, 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 and Education in Emergencies. The different sections of this report provide details of our results and the partners and people we engaged with in 2019 across strategic, thematic and country project levels.

The 2019 Results Report covers the entire Oxfam IBIS’ portfolio across 25 countries in Africa, Latin America, the Middle East and in Denmark. It documents the second year of the Oxfam IBIS Strategy 2018-2022 and marks the midterm of the four-year Strategic Partnership with Danida. In addition to this, results from the implementation of a range of grants from various donors such as the European Union, the Danish Ministry of Foreign Affairs, Sida, and the Dutch Ministry of Foreign Affairs and own funds are accounted for.

Overall, the report is divided into four sections: the first section gives a presentation of outcome level results within our four thematic areas. 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 in each country of implementation

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.

After an external review of the Results Report 2018, which came up with recommendations for adjustments of the report, we have in this Annual Results Report put more emphasis on relating our thematic area and country level results sections to the ToC and linking lessons learned with conclusions and next steps for the coming period.

## Strategy and vision

Throughout 2019, Oxfam IBIS’ thematic areas were guided by the four-year strategy ‘Fighting Inequality (2018-2022)’. We have a common vision with the Oxfam Confederation working in almost 90 countries. In 2019, the Confederation’s overall Strategic Plan came to an end and a process was initiated to develop Oxfam’s new strategic framework, where Oxfam IBIS participated to ensure that our priority areas such as education would be an integral part of the strategy. The new strategic framework will be finalised and approved in 2020.

## 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 2019 Results Report. The OPS process ensures that all results have undergone quality assurance across

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.

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, and 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 8.

## Gender and youth as cross-cutting areas

Both 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 2019 presented in this Annual Results Report underlines that we are a strong strategic partner in leveraging these areas.

### Gender

Oxfam IBIS implements an approach that systematically addresses gender inequalities via programme interventions advancing women's rights and women's agency and voice. Engaging with local women's rights organisations and movements is essential in meeting our ends, also ensuring that women themselves take the lead. While actual gender programming in Oxfam IBIS is multi-faceted however, three basic categories can be identified, creating the dynamic triangulation, i.e. (i) promoting women's leadership, (ii) advancing women's economic opportunities and (iii) combatting gender-based violence (GBV).

The achievements in 2019 include a diverse range of gendered results, dynamically engaging in the above-mentioned areas, for example: in the Danish Arab Partnership Programme, focusing on youth employment, female micro-entrepreneurs were given support to establish their own small-scale production; and in GBV programmes, we contributed to ensure justice for women facing violence in Africa and Latin America. Achieving sustainable change requires that men are actively involved in change processes, in particular with respect to counteracting traditional social norms

that perpetuate women's subordinate positions. During 2019, Oxfam IBIS advanced the engagement of men leading to more effectiveness. For example, men participated in groups related to counteracting GBV in West Africa and Latin America and men promoted women's candidacy in elections in Liberia and Burundi.

In 2019, lessons learned and specific expertise from working in programmes were identified in areas such as women's involvement in peace and security, approaches to GBV including transformative justice and rehabilitation of victims, and young women and digital platforms for actions against attack on women's rights defenders.

### Youth participation

Oxfam IBIS supports vulnerable and marginalised young men and women in skills development and in strengthening their leadership and participation in decision-making concerning their lives and their rights related to for example the SDGs, the UN Security Council Resolution 2250 and as established in the human rights conventions. Examples from 2019 implementation are development of active citizenship and employability and entrepreneurship skills in the MENA region; and organisational capacity building for youth to actively engage in society in countries such as Ghana, Niger, Burkina Faso, and Sierra Leone. In addition, we supported young peacebuilders who are leading peacebuilding initiatives in for example Mali, South Sudan and Colombia.

Based on lessons learned, Oxfam IBIS has in 2019 strengthened the youth work across thematic areas. This included a set of tools on youth participation to be used in the programmes and training on safety and safeguarding related to young people's digital communication; and offline and online mobilisation organised in collaboration with other Danish NGOs engaged in the Youth Cluster under the Strategic Partnership with Danida.

### Sustainable Development Goals

In 2019, Oxfam IBIS contributed directly to the Sustainable Development Goals (SDGs) 1, 4, 5, 8, 10, 16, 17 as well as 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 others as the goals are interconnected.



## 2. TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

**55,723**

PEOPLE WE HAVE WORKED WITH DIRECTLY

**62** PARTNERS SUPPORTED



**52%**

WOMEN AND GIRLS



**9%**

YOUTH



In 2019 major progress was made towards the overall objective of the Transformative Education for Active Citizenship (TEAC) thematic area: to strengthen the ability of CSOs and alliances to claim and exercise the universal right to quality education and lifelong learning opportunities, so that marginalised people become agents for social change. TEAC activities took place in 14 countries with new activities in Colombia, the Dominican Republic and Peru in 2019. The underlying ToC is based on the assumption that if vulnerable groups (including women, youth and people affected by crisis) are empowered through quality education, they become active citizens. If they are supported within CSOs and networks to engage in advocacy, they will hold duty bearers accountable for ensuring justice and development. The ToC sees education as a dynamic force for systemic change, and SDG 4 as a prerequisite for reaching all other SDGs. In 2019 Oxfam IBIS successfully promoted this understanding within the Oxfam Confederation, thus exerting influence on the new *Oxfam Global Strategic Framework 2020-2030*.

The Oxfam IBIS influencing approach starts with mobilisation at community/school level, moving on to policy engagement with municipality/district authorities, and then progressing to advocacy at national, regional and global level. Advocacy is

based on analysis, monitoring and budget tracking, but also includes developing and showcasing innovative education models on the transformative potential of education. A considerable focus in all advocacy is the rights of girls and women in education. In addition, the influencing approach is applied where Oxfam IBIS engages in global campaigning and lobbying towards and with for example, the UN, the Global Partnership for Education (GPE), the World Bank and the Interagency Network for Education in Emergencies. The Oxfam campaign against inequality Even It Up from 2019 includes an Education Spike, led by Oxfam IBIS. This has contributed to a ground-breaking result in limiting the privatisation of education (see also the second change story below). Advocacy is conducted in cooperation with the CSO movement under the Global Campaign for Education (GCE) and its regional umbrellas for Africa (ANCEFA) and Latin America (CLADE), as well as National Education Coalitions. These networks also receive direct support from Oxfam IBIS. In 2019, Oxfam IBIS received major recognition for its role in the promotion of civil society education alliances, as it became the grant agent of Education Out Loud (EOL), the GPEs fund for advocacy and accountability.

**Table 1: Transformative Education for Active Citizenship**

Key performance indicators	Results 2018	Results 2019	Results 2018-2019	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	32	25	SP BRICE EU Hempel
1.1.2 Number of publications and/or researches on education and inequality produced by Oxfam and partners	5	16	21	12	SP BRICE 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	21	30	SP BRICE EU Hempel
1.3.1. Number of quality education approaches and models developed/adapted and/or tested	4	13	17	10	SP BRICE EU Hempel
1.3.2. Number of good practices scaled-up and institutionalised by national public education actors or/and through donor programmes	3	4	7	5	SP BRICE EU Hempel
1.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity (annual)	100%	95%		85%	SP BRICE 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	55,273	122,884	80,000	SP BRICE EU Hempel

## Results achieved

The overall progress in 2019 of our TEAC programmes measured against the objectives of the thematic area is rated highly satisfactory with good results achieved and moderate shortcomings. This is based on the contribution to various changes and influence in the Oxfam Confederation (accounted for above) and the level of results reported in 2019 compared to the cumulative targets for 2018-2021. Table 1 presents a total overview of the year's results. Programmes in 2019 reached a total of 55,273 people, bringing the cumulative total number to 122,884 far exceeding the four-year target of 80,000 by 2021. Oxfam worked on TEAC with a total of 62 partners (CSOs, networks and alliances). 95% of partners with Partnership Development Plans experienced increased capacity.

The number of civil **society platforms or alliances** which Oxfam partners have established or are working through grew from 13 to 32 in 2019, thus exceeding the target of 25. Oxfam IBIS strategically supported the entry into alliances and platforms at local and national level of many different partners, thus enhancing their influence, sometimes especially evident amongst youth. Oxfam IBIS' commitment and active partnership with the global education movement led to civil society voices being heard more not only nationally but also at regional and global levels, and we can mention a particular contribution to the UN High Level Political Forum, which monitors the SDG process (including a review of SDG 4 in 2019). With the transition of the GPE civil society-fund modality to EOL, it has, however, been a year of change for both GCE and ANCEFA. Direct advocacy efforts from partners and Oxfam IBIS were also made in relation to fighting the privatisation of education. Education financing and limiting privatisation is the theme of the Education Spike (2019 to 2021) in the Oxfam Even It Up campaign. It was launched with the report: *The Power of Education to Fight Inequality* and the GPE and the World Bank were lobbied (see the second change story below). This contributed to the launch of national campaigns, where alliances proved effective, as for example in Ghana, where a government initiative to start financing private education providers has been suspended because of advocacy from an alliance consisting of teacher- and student unions, other CSOs and Oxfam.

**Policy changes to improve education** were achieved through CSO advocacy in 11 cases in 2019, reaching a total of 21 changes, promising progress toward the four-year target of 30 by 2021. The share of changes at national level is a bit lower than last year (seven out of ten), namely four out of ten, plus five local results and two global. Achieving policy changes, in particular at national level,

requires long sustained processes of developing innovative models, building the capacity of CSOs and collecting evidence. The Oxfam IBIS approach include supporting CSO advocacy at local level: Parent-Teacher Associations (PTAs), School Management Committees (SMCs), women and youth groups. In recent years, in line with public decentralisation processes, local empowerment processes have been enhanced to empower citizen alliances to engage in policy processes at municipality/district level, including: assemblies of civil society groups at municipality level, cross-sector advocacy groups, joint district meetings and exchange visits for PTA/SMCs, public roundtables/accountability hearings with civil society and decision makers. These new approaches have proven efficient in achieving decentralised results. For example, in Burkina Faso there is increased financing for education in several localities. In South Sudan embezzlement of funds for teacher incentives was revealed by local partners and communities in a public hearing, and, as a result, authorities were forced to pay back the money to the teachers. In many countries, Oxfam-supported advocacy initiatives contributed to national campaign results being achieved by National Education Coalitions and other partners, as shown by the following examples: in Niger, the government was lobbied to make a commitment to improve taxation of extractive industries for better financing of education; in Guatemala, a study on child malnutrition seriously affecting the learning of vulnerable children led the President to make this issue a priority; in the West Africa programme, youth advocacy has led to policy commitments for better access to youth training, employment and policy participation.

The number of education **models developed, adapted or tested** grew from four in 2018 to 17 in 2019, thus exceeding the four-year target of ten by 2021. Documentation from 2018 indicated that for models to be sustained it is key to include all relevant stakeholders, and many programmes have been building on this in 2019. For example, in Mozambique, the REFLECT literacy model was developed in 2018, and this year, follow-up with the Ministry of Education resulted in the authorities increasing the testing by training 100 more facilitators. In Ghana, the Wing-School concept for out-of-school children was documented in a manual in cooperation with the authorities. Models are being tested on innovative approaches such as bilingual and intercultural education for marginalised ethnic groups, gender transformative education (GTE) for promoting gender justice, including eliminating School-Related gender-based violence and promoting sexual and reproductive health and rights (SRHR) education. An expanding area is youth training, including empowerment,

citizenship, literacy, technical and vocational skills, and income generation. These models show impressive results and confirm a lesson learned from last year: that if educated, youth can indeed become powerful change agents. A new area, for testing models is conflict sensitive-/peace education in the nexus between humanitarian interventions and development in Uganda, South Sudan and Mali (see also the change story below).

Promising education **models or practices were scaled** up by education authorities in four cases in 2019, raising the cumulative total to seven, going beyond the four-year target of 5 by 2021. Sustained monitoring and advocacy are needed by civil society also when authorities have been successfully convinced to scale up. In Ghana, the establishment of the 25 new Girl Model Junior High Schools (now reaching a total of 60 schools based on the model developed with support from Oxfam in Ghana) to promote girls' education by education authorities is being monitored, and new schools supported with coaching. In Bolivia, a model for bilingual and intercultural education was adopted, but due to political change, renewed advocacy is necessary to make upscaling successful. In Burkina Faso, a model for student councils was developed last year and is continuously being tested. At an advocacy event, where student council members visited the Ministry of Education, the Minister committed to scaling up the model to cover a larger part of the country. Finally, in Guatemala, bilingual intercultural educational approaches were approved by the Ministry of Education.

The **Education Community of Practice and Influence (ECPI)**, led by Oxfam IBIS, continued to play a crucial role in expanding TEAC programming, campaigning and learning across Oxfam. Through a long, collaborative process of providing input into the review of the last strategic plan, ECPI ensured an emphasis on education in the new Oxfam strategy. An important ECPI conference was held in 2019 with 38 participants from 23 countries; the active interest from different levels witnessed the increased interest in education throughout Oxfam. Education was selected as a theme in the Even It Up campaign and education was also a prominent theme in the annual Oxfam Davos policy report on inequality. Education programming activities have started up in four new non-Oxfam IBIS supported countries in addition to last year's six, and regional ECPI coordinators have been employed in Africa and Latin America. ECPI has also amplified its role to promote and share learning on TEAC through a database, learning notes, face2face and online meetings, a quarterly newsletter, and peer learning between countries.

## Lessons learned

**Expanding partnerships:** The partnership approach is expanding in new ways, where Oxfam IBIS acts as a mediator to promote new links among civil society organisations. This takes place at decentralised levels. It also includes a consortium approach in the EU project BRICE, working across the border of South Sudan and Uganda to support education of refugees and conflict affected children. The eight-partner consortium consists of research institutions, INGOs and local partners. Organisations, movements (like the All African Students Union and Education International) and different levels of Oxfam - who did not previously work together - have joined forces in the Even It Up campaign. In Latin America, CLADE brings together parliamentarians and civil society. Management of large formal partnerships is time consuming and requires strong coordination skills. In the campaign, Oxfam plays the role of a mediator. The gains in terms of impact and learning are considerable and Oxfam IBIS will continue to promote these types of partnerships.

**Youth empowerment:** Given the opportunity, youth engage as active citizens in social change, and youth change agents act independently in areas beyond their own self-interest. They engage not only in community improvements, but also in national policy issues, such as education, climate and transparency. It is paramount for increased ownership to include the youth and their broader concerns in all stages of programme design. In contexts where this approach to youth has been applied and youth organisations have been supported over a longer period, significant results can be seen, such as increased youth engagement in national education sector reviews and improved youth policy initiatives being implemented by governments. Global and regional level results are expected over the coming years, as ECOWAS and AU youth policies will be targeted to include a separate TVET (Technical Vocational Education and Training) youth policy and as the GCE movement enhances youth involvement. In the coming years, focus will be on documenting approaches, and on strengthening national, regional and global level advocacy.

**Gender transformative education:** Gender equality is more effectively achieved through gender transformative education (GTE). GTE critically addresses social gender norms by engaging learners and educators in reflection and dialogue and empowers girls and women, especially to have self-confidence and claim their rights. GTE includes applying a gender lens at the level of policy influencing, when supporting civil society in scrutinising education sector plans, and in analysis of education budgets. Access to SRHR

education is an important element of GTE and Oxfam IBIS is increasingly promoting this. This issue is often highly sensitive and met with resistance from the public and from local authorities because of cultural factors, even when launched by government initiative. Oxfam works to strengthen the systematic approach/principles for GTE and reflect on ways to introduce SRHR education in ways that are culturally acceptable.

## Next steps

The ToC remains highly relevant and due to its actual presence, existing partnerships and experience, Oxfam IBIS is uniquely placed as a strategic partner in education and is present at local, national and global level; it has a broad spectrum of target groups and models reaching very large groups. With Oxfam IBIS' integration into Oxfam, education has gained visibility within this influential international confederation, and provided a large platform for Oxfam IBIS education work to expand geographically, link up to other sectors and have a global policy impact. Our evaluation is that this has contributed to our exceeding almost all targets for 2021, such as in the global education work, and it creates a need to revise the indicators in the strategic update later in 2020.

## Change Stories

### Peace education empowers children, youth and adults - Mali

Education for peace and citizenship in Mali empowers people to promote social change, cohesion and resilience in a fragile context. As a result of education and training, children, youth and adults have engaged in citizenship activities. Children carry out awareness-raising with peers/communities; communities establish a monthly-health day; youth take the initiative to clean the environment themselves; they also press municipalities and elders in the community for better policies in relation to climate change, improved taxation, access to education, peace and collaboration. Young girls in particular are empowered and in the forefront of youth action. Peace education is a priority in all fragile situations where Oxfam IBIS supports education, such as Mali, South Sudan and Uganda. It helps bridge the nexus between humanitarian intervention and longer-term development, as people resolve sensitive issues through peaceful dialogue.

Peace/citizenship was integrated holistically as a crosscutting issue in all education programming. It includes training of all stakeholders, such as teachers, school directors, supervisors, teacher training colleges, local authorities, school management committees, parents, community members, and religious leaders. Last year, Oxfam's advocacy contributed to a module on active citizenship and peace education being included in Mali's national curriculum. Youth learn about peace and citizenship in combination with literacy skills and vocational training and livelihood activities. These young peacebuilders are change agents and organise activities to create public spaces for dialogue, such as municipality inter-generational forums, radio debates, theatre and arts. They are also involved in village meetings on conflict prevention and conflict resolution. This promising holistic model will, in coming years, be assessed and consolidated for promoting larger impact.

SDG targets 4.1, 4.4, 4.6 and 4.7.

### Limiting privatisation of education - Global

The Global Partnership for Education (GPE), as the major global player in education development and funding, has decided not to fund for-profit education providers. Following intense global advocacy and coordination of national advocacy through Oxfam programmes, allies and global partners, the GPE approved a Private Sector Engagement Strategy, which made it clear that no money could go to for-profit provision of core education services. The global growth in for-profit commercial education provision is a serious threat to equal education rights. As the GPE is the largest education fund in the world and often sets standards for other funds and donors, it is a huge victory for the right to free, public education. We expect that this will set a new standard, which others might join. At the same time, the fight for this made many donors and developing country education ministers take a clear and public position on the issue of funding for-profit education, which we hope will result in limiting privatisation also in other fora, such as the World Bank Group. The result came after heavy, month-long advocacy directed at members of the Board of Directors of the GPE by the Oxfam IBIS member of the same Board, allies and partners, including researchers and the UN Special Rapporteur for the Right to Education.

SDG targets 1.a, 4.1 and 4.3.



# 3 ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

**43,763**  
PEOPLE WE HAVE WORKED WITH DIRECTLY

**82** PARTNERS SUPPORTED



**52 %**  
WOMEN AND GIRLS



**51 %**  
YOUTH




**1** NO POVERTY



**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



Oxfam IBIS' collaboration with civil society partners and interaction with the broader Oxfam Confederation for economic justice and inclusive democracies is becoming increasingly impactful, both with regard to results achieved and to the quality and sustainability of the interventions. In 2019, we made solid progress towards the overall objective of the thematic area of Economic Justice and Inclusive Democracies (EJID): to strengthen civil society organisations and create rights-based coalitions and partner platforms – particularly those involving women, youth and indigenous peoples – which hold governments accountable. Our Theory of Change is based on the assumption that if civil society organisations are strengthened they will position themselves to claim their rights to fair distribution of the economic resources, progressive tax systems and democratic reforms ensuring that women, youth and indigenous peoples are respected and heard, and not only the most powerful and rich elites.

Oxfam IBIS' focus on fighting economic inequality and pushing for transparent and inclusive democracies based on human rights is shared by the entire Oxfam Confederation. This means that Oxfam IBIS' technical expertise and funding potential, through e.g. the Strategic Partnership with Danida, gains significant leverage and is multiplied by our joint programming with Oxfam International at both local, national, regional and international levels. Oxfam IBIS contributes to and benefits from the quality of research and evidence produced together with the Oxfam Confederation, which is a cornerstone in joint advocacy campaigns with partners targeting duty bearers, the private sector and the general public.

### **Human rights and civic space under pressure**

Shrinking civic space is increasingly affecting Oxfam's work within the area of economic justice and inclusive democracies. As in the previous year, in 2019, Oxfam IBIS' partner organisations were confronted with increased levels of control mechanisms set up by governments in most countries of collaboration. In some African and Latin American countries, the work of partner organisations is criminalised, and civil society leaders and human rights defenders receive threats and organisations experience cases of arrest and direct attacks on staff, members, communities and offices. There are multiple reasons behind this global tendency of shrinking space, but part of the explanation for this extremely damaging phenomenon to democratic development is that our partners work with thematic areas like fiscal justice, extractive industries, human rights and gender justice, which challenge the power imbalances and economic and political inequalities in countries of collaboration.

Some recent NGO-laws are explicitly targeting INGOs' privilege to choose which partners to work with and which thematic areas to focus on. Furthermore, the transactional costs are high in terms of legal support and time consuming in responding to governments' bureaucratic control mechanisms, not to mention the risk to our staff and the level of limitations staff put on themselves fearing the consequences of not complying with often very arbitrary legislation.

To mitigate the multifaceted risks related to shrinking civic space, Oxfam IBIS applies different strategies to protect our partners and their right to sustain their role as critical citizens in their own countries. First and foremost, we maintain a close dialogue with Danida, Danish embassies, EU representations and with several bilateral donors and institutions. At country level, we support our partners with risk mitigation plans, capacity enhancement and crisis support, and create links with and unite national and international networks and alliances with common advocacy agendas with the aim of reducing vulnerability and risk.

### **Results achieved**

Overall progress in 2019 against the objectives in the EJID thematic area was rated to be highly satisfactory, with good results achieved and only minor shortcomings. The rating is based on the notable track record of results in 2019, despite the difficult circumstances for the work in areas such as economic inequality, tax justice, democracy and human rights. Furthermore, the achievement in the reporting period is an illustration of Oxfam IBIS' capacity to conduct effective programmes and research and to exert influence through our affiliation with the Oxfam Confederation. Table 2 gives an overview of results measured against the global strategic targets in the Global Results Framework.

In 2019, Oxfam IBIS supported partner organisations within EJID in 18 countries across Africa, Latin America and the Middle East and North Africa. Together with civil society partners, we achieved 123 concrete advocacy results (indicators 2.1.1-2.5.1) in 2019 within the strategic priorities reflected in our global results framework. This is twice as many results as compared to 2018 and the sum of 2018 and 2019 results, in total 186, constitutes 56% of the total four-year target in Oxfam IBIS' global results framework. The level of 2019 results reflects the existence of effective advocacy strategies, a relevant ToC and very dedicated partners and staff working in rather complicated contexts, and shows that joining the Oxfam Confederation increasingly translates into more effective and impactful joint programming.

**Table 2: Economic Justice and Inclusive Democracies**

Key performance indicators	Results 2018	Results 2019	Results 2018-2019	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	53	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	55	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	11	18	SP, Sida
2.4.1 Number of changes in legislation, policies, strategies, plans and public administration related to creating 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	41	80	SP, Dutch MFA
2.5.1 Number of public and private institutions' initiatives aimed at improving human rights and living conditions of youth, including employment, influenced by youth organisations, supported by Oxfam IBIS.	9	17	26	40	SP, Dutch MFA, DAPP/Y PE
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. <i>Results here are included in indicators above</i>	18	46	64	80	SP, Sida, Dutch MFA
2.7.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity (annual)	100%	72%		85%	All 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	74,162	200,000	All funding sources

We recorded 36 new concrete results under the **economic and fiscal justice** indicator. The results cover initiatives from local to international level and with strong involvement of civil society. For example, in Niger a coalition of women and youth organisations together with our partner ROTAB, the Network of Organisations for Transparency and Budget Analysis, achieved a 15% return of mining and petroleum royalties to the mining communities of the Diffa and Zinder regions to finance education and vocational training. This result was based on solid research, an international conference and a multi-stakeholder initiative to bring back Niger into the Extractive Industries Transparency Initiative. Another example is the release of the Oxfam report "Off the Hook - How the EU is about to whitewash the world's worst Tax Havens", which sets out a scathing critique of EU's tax haven list and produced widespread media coverage in the EU

and internationally on how tax heavens impact developing countries negatively. The report outlines Oxfam's demands to the EU and builds on extensive technical input from Oxfam IBIS.

In 2019, 37 new results were achieved within **democratic reforms and protection of human rights** which is about twice as many results as compared to the previous year. Civil society partners supported by Oxfam IBIS made significant progress in their human rights-based approach and building on the PANT principles (participation, accountability, non-discrimination and transparency) and were empowered to jointly conduct evidence-based advocacy for policy changes. An example from Sierra Leone is that two chiefdom councils were influenced by Oxfam partner organisations (the Network Movement for Justice and Development and the Knowledge for

Community Empowerment Organisation) to release information on their revenue and expenditure plans to the public. Women, youth and community-based organisations actively used this information to advocate for specific social initiatives. Another example was that concrete recommendations and joint lobbying from the European advocacy network EU-LAT and Nicaraguan civil society partners led to the EU adoption of a framework for targeted sanctions against the Nicaraguan regime after numerous violations of human rights.

The dual approach of challenging and **engaging private sector for responsible and sustainable investments**, tax behaviour and human rights compliance grew from three results in 2018 to eight in 2019. In Bolivia, the indigenous Guarani people negotiated a compensation of USD 287K from the Aguaragüe Norte seismic project. This case was emblematic for the Guarani people and has empowered them to continue influencing private sector and public policies while defending their rights. Another positive result was that in 2019 Ørsted became the first Danish company to publish its country by country report with transparent information on tax payments among others. This was the result of influencing from Oxfam IBIS and its allies and will be significant for several of Oxfam's countries of collaboration and serve as precedence for other private companies to follow.

The strategic prioritisation of stand-alone and mainstreamed **gender justice initiatives and work on youth human rights and living conditions** increased during 2019 with a total of 42 results. During 2019, Oxfam IBIS' Youth Participation and Employment programme in the MENA region created employment opportunities for almost 4,000 mostly vulnerable youth and delivered capacity development in technical skills, entrepreneurship, business start-up, communication and innovation to 17,000 youth. On gender justice in Liberia, after five years of continuous struggle by Oxfam and six women's organisations, the Domestic Violence Bill was finally passed into law. The Domestic Violence Bill categorically recognises domestic violence as a serious crime against individuals and society and recognises that it can take many forms, including physical abuse, sexual abuse, neglect and exploitation.

Oxfam IBIS' EJID programmes **worked with 82 active partners** in 2019 (70 civil society organisations or platforms and 12 other types of partners (public authorities, research centres and the private sector). Partners are actively engaged in all phases of the programme cycle, and the programme reports clearly state that Oxfam IBIS delivers crucial added value to the partnership

through tailor-made human rights-based capacity development, technical assistance and financial support. 72% of the partners with Partnership Development Plans were assessed to have improved organisational, thematic or advocacy capacity to achieve their specific advocacy objectives, which is a decrease compared to 2018. The reason for the decrease is the new capacity building plans for 18 partners in the youth participation and employment programme in the MENA region, which have not yet been assessed.

In 2019, **43,763 people participated** in the EJID programmes e.g. in capacity building, advocacy activities, accountability fora or dialogue meetings with different stakeholders. 51% of these were young people (aged 15-24) and 52% were female mobilised through various campaign activities such as in Colombia where people were mobilised in a campaign with the aim of protecting women's rights defenders.

Through the Strategic Partnership agreement with Danida and based on donors' confidence in the technical expertise, partnership approach and administrative capacity of Oxfam IBIS, we are constantly expanding the impact and also the financial footprint within the thematic focus areas of EJID. As an example, Oxfam IBIS presently holds five major contracts as grant manager in Burkina Faso, Niger, Mozambique, Guatemala, and Nicaragua with a turnover in 2019 of DKK 64M, supporting around 70 civil society organisations and networks. The funds operate from a double perspective. On the one hand, they focus on organisational strengthening and capacity development of CSO's and engagement with government entities, and on the other hand, we implement partnership-based programme initiatives to reduce inequality and promote human rights. The funds implemented by Oxfam IBIS have explicit focus on the participation of youth, women and indigenous peoples.

## Lessons learned

On the strengthening of focus on results in all programme planning, facilitation of partner coalitions, platforms and networks and linking local and national initiatives with advocacy and campaigning at regional and global levels, a lesson learned is that the combination of these efforts is crucial for increasing quality outcomes in relation to influencing policy development and decision making. These efforts will have more attention in the programme work in the coming years.

On experience, we are aware of the need to collaborate closer with national and international media, journalists, radio and TV stations in order to increase public awareness and pressure on duty

bearers, but also, as a risk mitigation strategy, to protect movements and civil society partners. This is important when working with politically sensitive thematic topics, such as economic justice, extractive industries and human rights in contexts of shrinking civic space.

## Next steps

Based on the highly satisfactory track record of results on all global indicators in 2019 and based on Oxfam IBIS' capacity to conduct effective programmes and research and exert influencing through our affiliation with the Oxfam Confederation, the ToC has proved to be very relevant. Oxfam IBIS is a strong strategic partner to Danida within the areas of tax justice and domestic resource mobilisation, human rights, democratisation and civic space, private sector engagement on responsible investments and human rights, gender justice, youth empowerment and job creation.

## Change stories

### Advocacy for reducing inequality – West Africa

A regional study on the lack of commitment of West African governments to fight inequality entitled *The West African Inequality Crisis* was launched in July 2019 by partners across West Africa, including the Movement Against Inequality in Sierra Leone and the International Trade Union Confederation for Africa in Nigeria. The report, which Oxfam IBIS co-authored, was used in influencing work from national to regional level by partner organisations and Oxfam and national debates on how to fight inequality were set up with policy makers in eight countries in the region.

Breakthroughs were achieved in several places, for example in Burkina Faso and Sierra Leone where the leadership of both countries made a public commitment to increase their efforts to reduce inequality. A regional media briefing of the study in Senegal resulted in coverage in several of the world's most prominent media houses, including BBC, El País and Al Jazeera. Through continuous collaboration between country level partners and Oxfam's West Africa and Pan-Africa platforms, it was possible to influence ECOWAS to make a public commitment to the fight against inequality and on the basis of the report, Oxfam was invited to give input to a new domestic revenue mobilisation strategy drafted by the West Africa Tax Administrations Forum and to the UN Economic Commission for Africa's new three-year programme on inequality in Africa. This change story illustrates

that solid evidence and research can be used widely and be a lever in various advocacy processes, fostering positive change with huge impact.

SDG targets 10.2-10.6, 10.a and 17.1.

### Indigenous women incorporated into UN guidelines on business and human rights – Latin America

After a year-long advocacy process, indigenous women from Colombia, Mexico, Nicaragua, Guatemala, and Honduras succeeded in influencing the formulation of the UN Guidelines on Gender in the UN Guiding Principles on Business and Human Rights (UNGP). The guidelines directly include indigenous peoples and indigenous women as well as the right to free, prior and informed consent (as guaranteed in the ILO Convention 169) and the participation of women and their organisations in consultation processes. Being UN guidelines, they are the maximum international guidelines for governments and companies in the implementation of the UNGP and thereby for responsible business conduct across the world. Incorporating indigenous women explicitly in the guidelines provides a critical recognition of the importance of indigenous women and will first and foremost benefit them.

The women influenced the UN position through the UN Latin American Consultation process, which was co-organised in partnership between Oxfam, the International Platform against Impunity, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Working Group on Business and Human Rights among others. Before, during and after the consultation, indigenous women were actively advocating for having the UN Working Group and OHCHR to acknowledge and prevent the violations of human rights caused mainly by extractive industries in Latin America. Oxfam played an important role in capacity development, coordination and as convener and mediator in relation to contacts to UN institutions. Due to the high levels of conflict and violence against human rights defenders in Latin America, Oxfam and partner organisations have joined forces to make careful risk assessment and take adequate mitigation measures in terms of protecting individuals and organisations participating in this process.

SDG targets 5.1, 5.2, 5.5, 5.a, 5.c, 10.2, 10.3 and the agenda of inclusion and non-discrimination of indigenous peoples.

# SOMOS LA GENERACIÓN DE LA

# FAZ



Yender J.

Juan Diego M.

Alex Rubio

Meison Lopez

Bramlen Castro

RECTOR ISHAC AR... CUERPO DO...

APRECIACION COL...  
C. ALUMNOS CON...  
E. ALUMNOS PARA...  
A. ALUMNOS PARA...  
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DE EDUCACION I...  
PABLO ERILLO...  
AL...  
CA MACOREN MAR...  
CUERPO LOS HUES...  
EL PUEBLO SE...

## 4. INCLUSIVE PEACE BUILDING

**21,846**

PEOPLE WE HAVE WORKED WITH DIRECTLY

**15** PARTNERS SUPPORTED



**43%**

WOMEN AND GIRLS



**18%**

YOUTH



**5** GENDER EQUALITY



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**17** PARTNERSHIPS FOR THE GOALS



**18** YOUTH EMPOWERMENT



Oxfam IBIS' programmes on Inclusive Peacebuilding seek to support civil society engagement in peacebuilding efforts at national and community level, and in peace negotiation processes (as relevant). Following learning from the previous year regarding the added value of Oxfam's contribution to peacebuilding, we decided to continue focusing our contribution to strengthen the participation of women and youth in peace initiatives. The number of countries supported grew in 2019 from five to nine countries, now including Burkina Faso, Colombia, Ghana, Niger, Mali, South Sudan, Uganda, and Yemen. This growth is largely due to demand and interest from partners and country offices to strengthen their capacity on peacebuilding in the face of challenges related to violent conflict.

2019 saw the portfolio consolidate implementation of inclusive and bottom-up peacebuilding initiatives. The aim is for Oxfam to play a key role in being a mediator leveraging on its regional and global presence to involve CSOs and community-based actors in national, regional and international peace initiatives. In this way, we made a deliberate decision to shift the focus for the programme ToC away from high-level engagement and policy change towards community level engagement and building links to national and regional levels. This builds on the shared aims under the Danida SP for inclusive institutions and democratic structures at community level. It underlines how we have enabled partner CSOs to contribute to SDG 16 on promoting peaceful and inclusive societies and SDG 5 on eliminating violence against women.

The portfolio has contributed to promoting greater attention to women's rights in crisis and building partnerships for youth participation in peacebuilding processes, among other things through continued engagement under Oxfam's Rights in Crisis campaign. Here we were able to shape campaign priorities working through Oxfam International and ensure it contributed to achieving objectives related to women, peace and security. We were successful in bridging global campaign activities in New York, Geneva and Addis Ababa with national partnerships and campaign initiatives through the #IMatter campaign in Colombia and South Sudan. Similarly, we engaged country offices from Uganda, South Sudan, and Yemen in contributing to significant victories at the African Union (AU) and UN level by showcasing the work done at community level as part of high-level dialogues. At the AU level, this involved facilitating lobbying efforts from partner women's activists, which helped to ensure that the AU and the Intergovernmental Authority on Development (IGAD) pushed for the inclusion of accountability measures in the South Sudanese peace agreement. Similar collaboration

with women's activists in Yemen has created a platform for engaging with the UN Special Envoy mediating the peace talks to ensure women are more actively and meaningfully involved.

The increased advocacy work on women's participation in and influence on peace processes was also combined with increased programmatic engagement on meaningful involvement of women in peace negotiations and broader peacebuilding processes:

In **Colombia**, small scale reconciliation processes were supported around two demobilisation, disarmament, and reintegration (DDR) camps, working towards creating trust and joint collaboration between different groups of rural women including indigenous, ex-FARC fighters and afro-Colombian women. These reconciliation processes are a first step to connecting women at local level and then helping them to articulate their joint demands for inclusion at regional and national level going forward.

In **Yemen**, Oxfam IBIS supported women's participation in the peace negotiation process, as well as coalition building amongst women's organisations regarding common priorities and demands to be addressed through the negotiation process. This involved close consultations with the Office of the UN Envoy with a view to connecting partner women's rights and women-led peacebuilding organisations to the formal peace process.

In **South Sudan**, Oxfam with the support of Oxfam IBIS continued to advocate for and provide concrete support to civil society participation and influencing efforts in relation to the peace process. This included bringing partners to the AU to advocate for greater attention to women's participation, as well as building accountability measures relating to human rights abuses into the peace agreement. The diversity of the activities and initiatives undertaken towards women's meaningful involvement in 2019 across the portfolio was communicated by country/community-specific conflict analysis and the thus identified opportunities, challenges, risks, and possible entry points to move ahead on peacebuilding work. The fluid nature of working in situations affected by conflict means that it is critical to maintaining an ongoing dialogue with partners and country offices to adapt activities based on emerging challenges as well as opportunities.

Work also continued in 2019 towards strengthening youth participation in peacebuilding with the aim for youth to harness their own agency and shape their own opportunities to participate and build peace.

The partnership with the Unyoke Foundation continued throughout 2019, with the first cohort retreat of young South Sudanese refugee peacebuilders taking place in October 2019. By taking an emergent approach to accompanying and supporting young peacebuilders, Oxfam IBIS supported initiatives to transfer the power of shaping peacebuilding efforts to those who are directly affected by conflict. This has been complemented by establishing a small-grants mechanism for refugee-led peacebuilding initiatives amongst the South Sudanese refugee population in Uganda.

In **Burkina Faso**, work commenced to link youth leadership with peacebuilding and the use of audio-visual media towards supporting youth in creating and using spaces to express their own vision for peace. With a view to how to work towards regional youth collaboration, a “Peace Innovator” programme in the Sahel will be launched in 2020. The programme seeks to support youth leadership in transforming conflicts in their communities by using technology and to link youth involved in peacebuilding together across the three countries by providing continuous practical support.

Oxfam IBIS has supported a regional experience sharing and dialogue in the Sahel bringing together partners and other CSO’s from Burkina Faso, Niger and Mali, as well as youth, traditional leaders, women and local government leaders from the Liptako-Gourma region. In **Niger**, to enhance collaboration and conflict transformation at a sub-national level in the Tillabery region bordering Burkina Faso and Mali, an inter-community dialogue was hosted linking capacity building and conflict transformation for community leaders and local authorities. Niger’s High Authority for Peacebuilding also participated with a view to how experience shared may also inform and create synergies with nation-wide processes.

Collaboration with PeaceNexus has also been sustained, together with Oxfam Great Britain and Oxfam Novib. The collaboration has been key in bringing together colleagues from across the Oxfam Confederation to engage in and shape the Oxfam Strategic Planning process towards a greater emphasis on inclusive peacebuilding in the Oxfam Confederation, which, for the first time has placed an emphasis on addressing root causes of conflict and explicitly advancing the Women, Peace, and

**Table 3: Inclusive Peacebuilding**

Key performance indicators	Results 2018	Results 2019	Results 2018-2019	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	4	40	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	14	25	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	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	3	7	SP
3.3.1 Number of women and young peacebuilders’ organisations strengthened and enabled to participate in peacebuilding processes	N/A	10	10	50	Humanity United/ US, SP
3.4.1 Percentage of partnership development plans improving partners’ organisational, thematic and/or advocacy capacity (annual)	N/A	91%		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	22,533	700	All Oxfam IBIS’ funding sources

Security agenda. The partnership has also accelerated efforts on conflict-sensitivity at country level, including in Burkina Faso.

## Results achieved

The overall progress in 2019 of our Inclusive Peacebuilding programmes measured against the objectives of the thematic area is rated satisfactory with good results achieved and moderate shortcomings. The achievement of results in 2019 was on track to reach cumulative targets by 2021. Table 3 provides an overview of Oxfam IBIS' results measured against the global strategic targets for 2018-2021. In the area of Inclusive Peacebuilding, this relates to support of the peacebuilding initiatives with participation of women and youth, as well as provisions and recommendations put forward relating to the role of women and youth in peacebuilding and the number of people and women- and youth-led organisations we worked with.

In 2019, **13 concrete peacebuilding initiatives with participation of women and youth**, including refugees/displaced persons, were supported, which constitutes good progress towards the target of 25 by 2021. It also underlines the value-added by Oxfam IBIS in bringing CSOs together and enabling them to design and drive their own peacebuilding efforts. These initiatives range from dialogues and chieftaincy dispute resolution, to inter-community trust-building and youth-led campaigns.

Gearing partner efforts towards advocating for more inclusive peacebuilding processes remained a high priority in 2019 and progress towards the target related to **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 is promising. In total, five results were achieved compared with the target of ten for the four-year period (2018-2021). For example, this included South Sudan, where Oxfam IBIS worked closely with the country office and Oxfam's Pan Africa Programme to facilitate partner engagement with IGAD and AU representatives, to call for greater political pressure on the political parties to implement the 35 % quota of women's representation in all Government institutions at national and State level, following intense advocacy on women's leadership from partners and Oxfam.

A total of **22,533 people participated in Oxfam IBIS supported peacebuilding initiatives**, a number which by far exceeds the cumulative target of 700 by 2021. The high number is largely due to the establishment of community-led platforms and systems under different projects. These include the Community Conflict Monitors in Ghana that track

and feed into a conflict early warning system in their region, which continuously engages a high number of people. It is important to note that Ghana was not initially supported through the portfolio when the global targets were framed.

Oxfam IBIS supported peacebuilding initiatives were driven forward in collaboration with **15 partners and networks**. The vast majority of partners with Partnership Development Plans in place reported a positive improvement in their thematic, organisational and advocacy capacities. A total of **ten women and youth peacebuilding organisations were strengthened** through training and accompaniment, which supported these organisations to position themselves and connect, share experiences and collaborate with other organisations. The regional youth forum in Burkina Faso for example supported youth-led organisation in strategy development for joint advocacy towards greater uptake of UN Security Council Resolution 2250 on Youth, Peace and Security in practice in the Sahel.

Through the global programme, Oxfam IBIS has promoted the agenda around women, peace and security across the Oxfam Confederation. This has led to added value for programme activities by integrating the approach in country programmes not funded by Oxfam IBIS. In the same way, the global programme leads a cross-Confederation WPS Policy Group which seeks to connect partners and programme activities to policy influencing efforts at the UN and AU, while also drawing on these platforms to communicate Oxfam's engagement with Danish civil society and the relevant ministries in relation to the Danish National Action Plan. Together, these examples further underline our role as a mediator in Denmark and globally on the WPS agenda within Oxfam, at country level, and at the UN and AU.

## Lessons learned

A number of the countries supported through the portfolio are either having or have had peace negotiation processes during the past two years. When the Danida Strategic Partnership was first conceived, there was an assumption that these processes would be ongoing and active, creating entry points for Oxfam IBIS and/or partners to support meaningful engagement of women, youth, or other marginalised stakeholders such as refugees and displaced persons. This assumption also lies behind the formulation of results areas 3.1.1 and 3.1.4. With the peace negotiation process in Yemen stalled, and with the current peace agreements in South Sudan and Colombia currently on hold, there have not been immediate opportunities to achieve enough progress in these results areas. This illustrates one limitation of pre-

defined results. For this reason, the team is set to pilot a participatory initiative seeking to identify “everyday peace indicators” which would ensure programmatic indicators are related to the experiences of conflict-affected communities.

## Change stories

### **Support to the establishment of the “Women of Faith Network for Peace Burkina Faso”**

In Burkina Faso, a training hosted by Oxfam together with West Africa Network for Peacebuilding on the theme of women’s role and participation in peacebuilding inspired some participants to form a “Women of Faith Network for Peace” in Burkina Faso, bringing together Muslim, Catholic and Protestant female believers with the vision of strengthening the role of women in building peace. Through continuous technical and capacity support provided by Oxfam, the network succeeded in formalising their existence by gaining organisational registration, which allows them to operate and implement their own activities. In addition, the network started working and taking part in advocacy and engaging in the development of the National Action Plan on UN Security Council Resolution 1325, where decision-makers commit and operationalise concrete actions towards strengthening women's participation in peace and security. The network participated and collaborated with the West Africa Network for Peacebuilding in advocacy work - radio talks, banners, roundtable

and digital communication - creating awareness of the need to adopt the National Action Plan resulting in validation by the Council of Ministers in Burkina Faso in late 2019.

SDG targets 5.1, 5.2, 5.5 and 16.3.

### **Unlocking chieftaincy and land disputes**

In Northern Ghana, Oxfam have worked with partners to engage young people in peacebuilding initiatives related to long-standing chieftaincy disputes. Young people are typically marginalised and excluded from such efforts, but through various community-based mobilisation efforts, leveraging social and traditional media, young people have been engaged as peace actors. Whereas previously, such efforts were almost exclusively the domain of elder men, such as chiefs or other influential actors, the Peace Committees and Community Conflict Monitoring Teams, which have played a crucial role in bringing an end to the chieftaincy conflicts are largely made up of youth. This has also been critical in ensuring that young people, including those who had previously engaged in violence, relate to and feel ownership of the “peace”. The move comes after Oxfam working closely with the sub-national peace committee to address long-standing chieftaincy land related disputes and training and mobilising young people in peacebuilding efforts.

SDG targets 16.1 and 16.2.



# 5. HUMANITARIAN RESPONSE AND EDUCATION IN EMERGENCIES

**145,682**  
PEOPLE WE HAVE  
WORKED WITH  
DIRECTLY

**14** PARTNERS  
SUPPORTED



**53 %**   
WOMEN AND GIRLS

**24 %**   
YOUTH



**4** QUALITY  
EDUCATION



**5** GENDER  
EQUALITY



**17** PARTNERSHIPS  
FOR THE GOALS



**18** YOUTH  
EMPOWERMENT



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 in crisis. In 2019, we supported humanitarian responses in ten countries now including South Sudan, Uganda, Burkina Faso, Mali, Lebanon, Syria, Yemen, Jordan, Mozambique and Colombia. We responded to the acute and medium-term needs of populations affected by crisis and supported their rights to assistance, services and dignified lives in mainly protracted crisis. Unfortunately, the humanitarian needs in the countries we work in increased last year, access was challenged, and the political environment was not favourable for timely and effective humanitarian response. There is no end in sight to the world's major humanitarian crisis and climate change is further contributing to exacerbate ongoing humanitarian crisis and fragile situations. Especially our activities in Yemen and Syria were affected by the complex environment.

**Education in Emergencies.** In 2019, Oxfam IBIS played an active role in the international as well as Danish context. The increased recognition of the role of Education in Emergency (EiE) in humanitarian response gave space to increase areas of influence in which we engage. Oxfam IBIS supported the work of the International Network for Education in Emergencies with whom we prepared a Teacher in Conflict and Crisis Roundtable (postponed to 2020 due to situation in Lebanon). A policy brief on "Teachers for Change. Supporting Teachers for Gender Transformative Education in South Sudan" was developed and shared widely. The work of Oxfam IBIS was reflected in relevant networks and in e.g. the Forced Migration Review on EiE (no 60/2020) and contributed to stronger knowledge for gender programming in South Sudan, Syria and Lebanon. Furthermore, at Oxfam Confederation level we contributed with knowledge and advocacy on education and learning.

**Local humanitarian leadership.** We made progress on localisation and local humanitarian leadership in other areas than increased direct funding (see below). We included increasingly important non-NGO local actors such as Parent Teacher Associations (PTAs) and refugee-led organisations in the project set-up. Furthermore, the strong technical and financial support to the Global Refugee Led Network's Africa Refugee Summit in Addis Ababa contributed to strengthening the voice of refugees and high-quality inputs at regional and global level including broad-based support to the Network's Global Refugee Forum (GRF) pledge. Humanitarian leadership was an integrated part of all, but one of the Oxfam IBIS supported interventions and positive progress can be seen in

most countries and at Confederation level both in policy and programming.

In collaboration with ActionAid Denmark and Save the Children Denmark, Oxfam IBIS organised two Localisation in Practice workshops for all Danish NGOs (supported by Globalt Fokus (Feb and Oct 2019)). The events were well-attended (60/100 participants) and contributed to cross-organisational learning and there was strong participation of local actors (including Oxfam's partners ALEF Act for Human Rights from Lebanon and Youth Social Advocacy Team from Uganda), as well as Oxfam Confederation colleagues.

In the search for **innovative solutions**, we held the Edu-Tech event under the Techvelopment umbrella together with the Technical University of Denmark Compute, the University College Copenhagen, the Future Classrooms and the Danish Society of Engineers. The event "What if? Event about the perspectives of learning technology in Africa" was well-attended by people from different sectors and also turned into a podcast (Techtopia 128: Learning technology as development assistance). Furthermore, we engaged with Danish tech-companies (e.g. Upinion and Tutee) to look for edu-tech solutions although it has not yet resulted in any concrete actions. We also engaged with our office in Venezuela to look at cryptocurrency as a medium for cash transfers, which will be tried out in 2020.

Furthermore, we were able to increase our humanitarian response for 2020 and 2021: We stepped up our strategic engagement with ECHO including support to Confederation wide ECHO proposals and a proposal for Sida (three-year nexus proposal on emergency education and livelihoods) of EUR 8M. Furthermore, new funding from the Danish Ministry of Foreign Affairs to Syria and Lebanon, and Novo Nordisk Foundation and the Regional Development and Protection Programme for the Middle East (RDPP II) to Lebanon will contribute significantly to our humanitarian work in the Middle East.

Finally, we have been an active humanitarian actor in Oxfam and Denmark where we contributed actively with strategic input, information and dialogue. We contributed to the development of Oxfam's strategy, localisation and further thinking on the nexus including "The Humanitarian-Development-Peace Nexus" paper. (June 2019). We cooperated with the Danish Ministry of Foreign Affairs on humanitarian issues and specific crisis (such as Syria and Yemen) and strategic working groups. Furthermore, Oxfam IBIS was a member of the grant committee of CISU's (Civil Society in Development) Danish Emergency Relief Fund.

## Achieved results

The overall progress in 2019 of Oxfam IBIS' programmes within Humanitarian Response measured against the objectives of the thematic area is rated satisfactory with good results achieved and moderate shortcomings. The rating is based on the achievements measured against the global strategic targets for 2018-2021. Oxfam IBIS reached a total of **145,682 people** and added to the 2018 results we have reached a total of 165,957 people, which equals 53% of the end target halfway through the period. As can be seen from the overview of 2019 results in table 4, 2,875 people in South Sudan, Mali and Burkina Faso benefitted from Education in Emergencies and completed a course or education module of quality and 18,874 learners (children, youth and teachers) were ensured a safe and secure learning environment. These results are below target and reflect the difficult environment and costly programming, especially for accelerated learning programmes in protracted crisis, and notably as the Oxfam IBIS education programmes are mainly in remote areas with ongoing conflicts and security challenges. Furthermore, change of geographical focus area from Unity state to Boma state (South Sudan) and temporary closure of Oxfam's Gao office (Mali) have also made progress more difficult and slower than expected. The reduced number of learners with improved access to safe and secure

environment is mainly a result of delays in the Yemen programme due to the very complex situation and not least shifting and lengthy approval processes etc. We expect to reach the target for safe and secure learning environment but will revise the targets for learning modules.

It is important to note that additional learners are accounted for in the Transformative Education thematic area funded by non-humanitarian grants and that the results reflect a change in our strategy, where we increasingly look for opportunities where the integration of education and learning elements in humanitarian responses aligns with and strengthens Oxfam's other existing sectoral priorities, policies and strategies and not least opportunities that contribute to empowering crisis-affected populations, increase resilience and reduce vulnerabilities. Education/learning initiatives will still be a priority, but not as much as stand-alone projects except when context and resources allow for significant opportunities to address needs and allow for piloting new methodologies and programming.

We included new partners in the humanitarian work in both South Sudan, Uganda and Lebanon and promoted local humanitarian leadership in our flexible funding grants. Unfortunately, difficulties in governmental approval processes made it impossible to include partners in Yemen and Syria

**Table 4: Humanitarian Response and Education in Emergencies**

Key performance indicators	Results 2018	Results 2019	Results 2018-2019	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	5,024	100,000	SP
4.1.2 Number of learners (children, youth and teachers) with access to increased safe & secure environment	10,748	18,874	28,780	135,000	SP Oxfam IBIS funds
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	132,153	80,000	SP Oxfam IBIS funds
4.3.1 Percentage of Oxfam IBIS' humanitarian funding managed by local civil society organisations (annual)	16%	21%		25% by 2021	SP Danish MFA
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	8	9	25	SP Danish MFA
4.5.1 Percentage of partners showing improved organisational, thematic and/or advocacy capacity (annual)	100%	86%		75%	All Oxfam IBIS' funding sources

as planned. In 2019, Oxfam IBIS **worked with 13 humanitarian partners**. As part of our Grand Bargain and Charter for Change commitments, capacity strengthening support is included in all humanitarian grants (except in a few short-term interventions). In Lebanon, the support to a partner organisation was temporarily suspended and investigated. The partnership continues although with reduced activities.

In 2019, **21% of total spending went to local partners**. The localisation indicator is important but does not stand alone when assessing progress on local humanitarian leadership, as seen in progress accounted for in the introduction to this section. Furthermore, our increased engagement in countries with ongoing conflicts and very restricted environments such as Syria and Yemen, will make it difficult to reach the overall commitment to transfer 25% of humanitarian funding to local organisations.

Oxfam IBIS influenced **key policy development and adherence to international commitments and eight results were achieved**. For example, Oxfam IBIS' advocacy contributed to the decision of the Global Partnership for Education (GPE) to increase emergency funding available to countries in crisis and to authorise GPE funding for Syria. Another example is that Oxfam IBIS together with allies, advocated for increased funding and recognition of Education in Emergencies, which resulted, among other things, in an increase in ECHO's humanitarian education assistance. We also engaged in the development of ECHO's indicators on education and broad-based preparation work on education up to the Global Refugee Forum. We developed, supported and successfully advocated for a total of five pledges to the Global Refugee Forum (GRF), several of them together with the Ministry of Foreign Affairs and other Danish NGOs. The activities during and under the GRF were important to progress on the Global Compact on Refugees and gave refugees a stronger voice although the next year will show if words are also turned into actions. Related to the South Sudan, Syria and Yemen crisis, we supported national and international advocacy on humanitarian assistance and the rights of displaced populations. Finally, on localisation, we contributed to a stronger recognition of local actors in the Grand Bargain cash workstream and Charter for Change activities also contributed to keeping donors' and INGOs' commitments for localisation on the agenda.

## Lessons learned

On our approach: Local humanitarian leadership and stronger partnerships with local actors require

significant dialogue, system change and stronger requirements and commitment from all internal and external actors. We need to strengthen the inclusion of non-traditional civil society actors and will have to engage more strongly across sectors and teams. We need to take more concrete steps to address the specific drivers and blockages for change and include a stronger focus on the capacities, resources and practices of conflict-affected populations.

On Education in Emergencies: we learned that a more integrated approach to education and learning is the preferred option. By building increasingly on the capacities and resources in Oxfam we will improve results and increase impact. Oxfam is a leader in the sectors of WASH, Emergency Food Security and Vulnerable Livelihoods and protection. Strengthening the education and learning elements and local structures such as teachers, PTAs and school management systems will contribute to enhanced impact.

The results on strengthening local actors and particularly the agency of refugees, as well as education were to a high extent possible due to the collaborative and complementary work between different Oxfam IBIS thematic groups and programming.

## Next steps

At the general level we are on track and the ToC is still relevant. We contribute to quality programming and support in complex crisis most often in hard-to reach areas and the most complex crisis. We are a diligent actor and provide strategic support in the countries where we work, globally and in Denmark. However, learnings from the past couple of years including the above, internal and external changes and opportunities within Oxfam and in Denmark and internationally point at the need to revise some indicator targets and ways of working in order to align with opportunities such as integrating education and learning elements in humanitarian responses into existing priorities in Oxfam. Geographically, we will work with a broader focus on the South Sudan crisis, Sahel, and obviously, strongly integrate the Middle East in our humanitarian work and strategy.

## Change stories

### Parent Teacher Associations improve school management in South Sudan

As part of education interventions, Oxfam IBIS supported the strengthening of Parent Teacher Associations (PTAs) in South Sudan and Mali to enable them to play a strong role in the development of School Development Plans and as

change agents in their communities. These have included suggestions for maintenance of schools and where PTAs have received small grants as support to maintenance, the PTAs have managed the grant well, which has contributed to school improvements according to identified local needs and priorities. As John Kaka, PTA chairman of Murwan ALP and P/S in Lokurnyang Payam-Pibor North stated:

“We [PTA members] received training on school management and governance. The training helped me and my team members to technically support school administration and the community in school governance”.

The support and capacity building has added value to institutional development and empowerment of PTAs, community leaders and communities in Lokurnyang Payam-Pibor North.

SDG targets 4.1 and 4.a.

### **A literacy course and a small grant make ends meet in South Sudan**

In South Sudan Oxfam IBIS supported learning centres providing literacy and numeracy courses and vocational training for adults with the aim of

starting small businesses to support livelihood. The following testimony is from the learning centre in Juba, South Sudan:

“My name is Esther Festino. I am 30 years old and I have a family of six people. Me and my husband left Khartoum when South Sudan seceded from Sudan and I had a hope of reaching my husband’s hometown in Yei. However, we could not reach Yei because the conflicts started again. This is why we have remained in Juba until now. Life in Juba is so difficult because my husband and myself were both jobless. My husband currently rides someone’s motorcycle (commonly known as Boda Boda) to raise income for the family”.

“However, after joining the literacy programme (organised by Oxfam) a lot has changed in my family. After finishing the six months of literacy programme, I got the small grant, which has changed my life very much as I have now opened a small shop that is catering for some of my basic family needs like food and rent. My husband is raising money for our children’s school fees. Now my husband and I share the family responsibility”, concludes Esther Festino.

SDG targets 1.4 and 4.6.

## 6. USE OF FLEXIBLE FUNDS

Flexible funding contributed to Oxfam's provision of fast, effective, and efficient humanitarian assistance to those affected by conflict and disaster. Oxfam IBIS used 25% of its humanitarian funds under the Strategic Partnership agreement with Danida for flexible funds, which was critical for the ability of Oxfam IBIS to assist in emergency situations, which have suddenly emerged. In 2019, 120,550 people in six countries were reached with flexible funds.

In **Mozambique**, the heavy rains and strong winds of Cyclone Idai near Beira city led to flash flooding, hundreds of deaths, and massive destruction of property and crops. The main objective of this project was to contribute to the improvement of food and nutritional security in the post-flood and cyclone period, reaching a total of 1,177 affected families (appr. 5,885 people) in the Buzi and Nhanmatanda districts of Sofala province by distributing vegetables and agricultural tools.

In **Somalia**, Danida's flexible funds were used in a response to the severe drought. The intervention provided integrated services in protection and WASH to the crisis-affected communities in the Nugaal region of Puntland. Door-to-door hygiene promotion campaigns reached 1,500 households, encouraging adoption of safe hygiene practices and latrines were constructed, giving access to sanitation facilities to 384 people. The project also strengthened the capacity of 14 WASH committee members, who passed on their knowledge and skills to solve issues related to WASH to 1,500 households and institutions including schools and health centres. The project was implemented in coordination with Puntland Ministry of Women and Family Affairs through our partner KAALO Aid and Development.

**Burkina Faso** is affected by a growing humanitarian crisis with violence leading to unprecedented displacement and the closure of health facilities and schools. As a response to the crisis, the Ministry of Education organised special exam sessions for students who had their education interrupted as a result of the crisis. Oxfam was able to facilitate and support these efforts materially through school kits and benches to schools and WASH interventions. In partnership with the local actor, Alliance Technique d'Assistance au Développement, the activities allowed the students to finish the school year and pass their exams and provided much needed material support to the provincial directorate of preschool, primary and non-formal education in Oudalan province.

In La Guajira, **Colombi**, flexible funds were used to build resilience and support social and cultural integration of host community and refugees from Venezuela. Maintenance was provided of the water supply system benefitting 2,250 people. In addition, workshops on gender-based violence were organised in five vulnerable communities, and 4,200 children received school kits in preparation for the start of the school year. 3,900 students, teachers and administrators participated in workshops and received pedagogical material on protection and sexual and reproductive health issues. The total beneficiaries were 6,150 people, including returned Colombians, Venezuelan migrants and indigenous Wayuu.

In **Bangladesh**, the Cyclone Bulbul had severe impact in the Satkhira, Khulna, Bagerhat and Barguna districts. The project was initiated to support the most vulnerable cyclone affected populations of the Satkhira district which was the most affected, to meet their immediate food and livelihood restoration needs through cash transfer and critical need safe water sources. The unconditional livelihood cash grant reaching a total of 18,550 people supported the female headed households to address immediate needs and to recover from this desperate plight.

In **Bangladesh**, Rohingya refugee populations in Urchiprang in the Cox's Bazar district have had a very precarious infrastructure since the beginning, making them especially vulnerable to natural disasters. This affected the access to safe water, which is limited. Therefore, the water supply pipeline was repaired and upgraded to ensure safe water for 22,215 refugees living in that camp.

In **South Sudan**, unprecedented flooding washed away crops, destroyed homes, and contaminated water sources, as well as cutting off or limiting access to critical basic services in some parts of the country. Pibor, in Boma state, where Oxfam is implementing an education project with Danida funds, was severely impacted and flexible funding was released for the provision of WASH kits and non-food items. In total, 2,600 households were reached with plastic sheets for roofing their homes and hygiene kits comprised of, for example, bars of soap, water purification tablets, petticoats, sanitary towels for women, poop scoop, 20 litre water basins, and disinfectant sachets.

# 7. USE OF DANIDA FUNDS FOR CO-FINANCING

In 2019, Oxfam IBIS made use of Danida funds for co-financing in relation to mobilisation of funding from other institutional donors. The co-financing has contributed to the amplification of results in relation to outreach, geography and influence. In the funded projects and programmes, Oxfam IBIS added value in relation to implemented approaches, specific technical expertise, and profound knowledge of context and local actors. Decisions on co-financing from Danida funds are made by Oxfam IBIS Management based on assessment and justification of thematic and geographical alignment with the Strategic Partnership agreement with Danida.

In 2019, Danida funds used as co-financing contributed to two new initiatives that were raised funds for; a programme funded by the European Commission – DEVCO (Directorate-General for International Cooperation and Development) and a funds mechanism funded by the Swedish International Development Cooperation Agency (Sida).

In Mali, Ghana and Liberia, in 2019, Oxfam IBIS launched the DEVCO 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. The Enough-project leverages the work of Oxfam IBIS on gender justice and gender-based violence in West Africa. Through this engagement, Oxfam and 16 civil society partners influence policies and services such as legal support and discriminatory

social and gender norms in society as well as deliver services to SGBV survivors. The multi-country design of the project facilitates joint learning and exchange of tools and approaches among the participants in the various countries. Furthermore, the project allows Oxfam IBIS to transfer expertise to Oxfam in West Africa 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.

Oxfam IBIS is the contract holder on the programme: Support Mechanism to Indigenous Peoples "Oxlajuj Tz'ikin" funded by Sida and implemented in Guatemala. The programme provides support to civil society actors such as women and indigenous peoples' organisations and local authorities with the aim of defending and implementing the individual and collective rights of indigenous peoples according to international standards. The main target groups are women, girls and youth. Oxfam IBIS adds value by contributing with solid technical expertise generated from many years of experience working with the human rights-based approach related to indigenous peoples both in Guatemala and in other countries in Latin America. At the same time the programme creates synergy with other Oxfam IBIS' supported initiatives related to indigenous peoples' rights in the country, which gives rise to a significant amplification of outreach. Danida co-financing: DKK 4.5, which is 9.6% of the total programme budget of DKK 47.5M.

## 8. COUNTRY LEVEL RESULTS



## Country context

In Burkina Faso, Oxfam IBIS' programme aims at reducing inequality through domestic resource mobilisation policies, responsible tax systems, and quality public education and promoting sustainable peacebuilding and prevention of violent conflict. To achieve this, we build active citizenship by mobilising citizens, particularly women and youth, in order for them to exercise their right to demand accountability and transparency related to local and national policies and their implementation. Throughout 2019, programme work was challenged by the deterioration of the security situation with armed groups dominating various areas of the country. The government has declared a state of emergency and launched several military operations, however, violence continues, and more than 800 attacks were recorded in 2019, which has created a humanitarian crisis with thousands of internally displaced persons. The spiral of violence is also taking hold at community level inflaming existing conflict dynamics. 2,500 schools are closed and there has been a massive closedown of health centres and main roads between regions. Fortunately, the destabilisation in some areas of the country has not hindered Oxfam's long-term development projects in other areas that are not affected by conflicts.

## Selected results of Oxfam IBIS' programmes

In Burkina Faso we have in 2019 worked to strengthen civil society's participation in local development, quality education and peace initiatives with focus on women's rights, influence and safety. Selected main results from 2019 implementation:

- The Local Development Mining Fund was applied in practice and it provided increased funds for projects identified by communities in the municipality of Sabse in the Centre-North of Burkina Faso. This was achieved through advocacy work and evidence-based research by the CSO partner, l'Organisation de Renforcement des Capacités de Développement, who received capacity building by Oxfam IBIS.
- In the Bama municipality, 30% of new land plots were assigned to women. The Citizens Dialogue Framework had with support from Oxfam IBIS put pressure on traditional and local authorities to recognise women's rights and grant women access to land.

- The completion rates in the 50 primary schools supported by partners in Gnagna and Yagha provinces have increased to 72% and 68% respectively and are among the highest in the country due to training by our partners of teachers in inclusive, child-centred and gender-sensitive education and implementation of participatory school management.
- The Women of Faith Network for Peace were allowed to participate in the CSO coalition for the development of a National Action Plan on Women Peace and Security in Burkina Faso, and a new National Action Plan was adopted by the Council of Ministers in late 2019. The foundation and advocacy work of the women's network was supported by Oxfam IBIS.
- Through the CSO fund on human rights and stability, 19 partner organisations and networks have strengthened their capacity for planning, advocating and networking. Among other results, there has been progress in relation to the peace and reconciliation work in the northern regions where the local peace committee has resolved seven local conflicts in Dèbééré Talata in Séno province. This was achieved through dialogue with leaders committed to promoting peace and social cohesion, awareness-raising through community radios, and inclusion of youth and women in the processes.

## 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 destabilisation in the country has had a negative impact on political stability and on the room for manoeuvre for civil society. To mitigate this, Oxfam and partners have worked to strengthen the dialogue and build trust between the State and civil society at all levels.

## Lessons learned and next steps

Local authorities have appreciated the involvement of civil society in local governance and development as it has been to the benefit of the municipalities themselves. In this case, the Oxfam IBIS supported initiatives towards greater citizen-participation and influence have yielded results such as increased funds to the municipalities from the local mining fund and voluntary payment of taxes by the population. This learning will be used in the

continuous accountability work in other projects. In relation to the destabilised situation, Oxfam IBIS will continue its support to local partners in their work to mitigate conflicts in the northern region with continuous learning aimed at developing the triple nexus approach.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 41.8M.

## Mali

### Country context

In Mali, Oxfam IBIS' programme contributes to inclusive and equitable quality education for children and youth in a protective environment and to youth's influence in peacebuilding. This is achieved by strengthening communities, teachers, children and youth to enable them to enhance their rights and conduct active citizenship. In 2019, programme work operated in a challenging context where the socio-political and security crisis in Northern Mali spread to the central part of the country. The increased number of armed attacks on communities, schools, hospitals and other public institutions and infrastructure has had a devastating impact on the education and protection of children, young people and women, including those internally displaced. The growing uncertainty exacerbates already chronic vulnerabilities in the country, including high levels of malnutrition, poor access to clean water, and medical care. 96% of all Malian women and girls have experienced sexual and gender-based violence (GBV), including domestic violence (2018 Malian Demographic and Health Survey and US Embassy, 2020) whereof only 3,000 cases were recorded in 2019. Child marriage is a widespread problem and one in six women (aged from 15-49) was married before the age of 15.

### Selected results of Oxfam IBIS' programmes

In 2019 Oxfam IBIS worked to improve access to quality education and protection in conflict areas and to strengthen active citizenship and advocacy. Selected main results from 2019 implementation:

- 1,550 girls and boys have had access to quality and inclusive education in schools and accelerated learning centres in conflict affected areas in the Bourem Circle/Gao region as a result of capacity building of teachers, parents, and school management committees. The education includes self-protection and well-being, non-violence, prevention of GBV and rights/active citizenship.

- In 32 municipalities, young women and men have engaged in advocacy activities to improve community development related to issues like environment, peace, taxation, and access to education. This is a result of partner driven transformative education initiatives including peace and gender sensitive education.
- 1,100 displaced girls and boys living in accommodation sites in Bamako and with host families in Ségou have had access to quality education and vocational training, including protection, care, and nutrition.

### Contribution to Oxfam's country programme

The interventions contribute to Oxfam in Mali's strategic vision which includes a peaceful Mali where inequalities and social injustices are reduced so that children, young people, women and men can exercise and fully enjoy their rights to basic social services, including quality education in a safe environment free from violence, and make their voices heard and take part in decisions affecting their lives and peace building processes.

### Risk management

A deteriorating security situation is a prominent risk in parts of the programme's intervention areas (Banamba, Macina, Nara, Niono) and to mitigate risks, Oxfam and its partners participate in clusters and security meetings at local level and comply with own principles and safety instructions issued by local authorities. To mitigate the risk of unintended negative consequences of working with issues of GBV, partners in the 'Enough'-project include risk analysis with communities and specific data confidentiality and anonymity.

### Lessons learned and next steps

2019 experience manifests that community members in project areas perceive young people as conscious and responsible actors in promoting peacebuilding, social cohesion and citizens'

actions. This trust is often created and supported through simple and necessary actions that reflect a common vision for the community by its members such as clean streets and other environment-related actions.

Strengthening youth participation in all steps of the project cycle management will continue in 2020 to further support young women and men as change agents and peacebuilders at local and national levels and a new investment is planned for next

year aimed at further strengthening peacebuilding by linking up to Oxfam IBIS' cross-border programme on peacebuilding in Liptako Gourma. Focus will be on support to community-led dialogue and conflict transformation initiatives with youth participation in the Mopti region. Collaboration with youth organisations will be coordinated with initiatives by the Danish Embassy in Mali.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 7M.

## Niger

### Country context

In Niger, Oxfam IBIS' programme promotes democratic governance and the protection of human rights with a focus on inclusion and equitable quality education and lifelong learning. We do this by influencing policy and public financing for primary education and formal vocational training in the Maradi and Tahoua regions. This funding should in large parts come from taxing mining and petrol revenues and investing it in quality education and vocational training. 2019 was marked by three major developments with impact on programme implementation: first, a deterioration of the security situation with violence spreading to previously stable regions such as Maradi and Dosso. This increase in violence exacerbates existing conflict dynamics; second, a growing political instability such as a growing discontent in civil society related to the socio-economic development, governance of resources and the 2020 Finance Law; third, the gross education enrolment rate was 76% for girls and 100% for boys in 2020 (Ministry of Primary Education 2018).

### Selected results of Oxfam IBIS' programmes

In 2019, Oxfam worked with partners to further our multifaceted approach to education and building capacity with CSOs for democratic dialogues. Selected main results from 2019 implementation:

- Following our support of a multifaceted approach to quality education, the completion rate in boys and girls increased in 40 primary schools and eight vocational training centres in the Tahoua and Maradi regions from 46% to 54% for girls and 76% for boys, increasing equality in access to education for boys and girls.
- Civil society representatives, including women and youth, influenced municipal plans and budgets in eight pilot municipalities leading to increased public financing of education,

although it has yet to be institutionalised. The representatives previously received training from our partner ROTAB, Network of Organisations for Transparency and Budget Analysis.

- Under the newly started multi-country peacebuilding project, 59 representatives of local authorities, traditional and religious leaders, as well as youth and women's organisations from the Tillabery region were trained in community dialogue and developed a joint action plan for community dialogue sessions for 2020. These plans address causes of conflicts such as over farming land and intra-community issues.
- Oxfam worked with the National Human Rights Commission to build capacity for strategic planning, while helping the Higher Council for Communication to strengthen its approach to implementation. Both organisations reported that their capacity had been strengthened.

### Contribution to Oxfam's country programme

Oxfam IBIS has contributed to strengthening capacities within 3 areas; 1) transformative education both as a means to improve equal access to quality education and as a means to strengthen active citizenship, civil society and mobilisation of citizens, including women and youth, to 2) actively participate in and influence the management of public finances, including budget transparency, and tax justice for development, particularly in the area of education; and to 3) utilise conflict analysis to address cross-border conflicts across the region.

### Risk management

The narrowing space for civil society to address human rights and inequality issues puts at risk civil society organisations and their ability to influence governance and structural change. Consequently, Oxfam and CSO partners are carrying out advocacy

campaigns and activities to re-establish a national dialogue to rebuild and consolidate national cohesion, political stability and require government institutions to fulfil their mandate. To address these and other concerns, we engage in dialogues with stakeholders and partners, undertake continuous conflict analysis, and use frameworks such as Do No Harm and Chatham House rules.

## Lessons learned and next steps

Advocacy processes to achieve transparent and fair redistribution of public revenues have proved to be long-term endeavours. It is thus important to bring about change step-by-step and Oxfam IBIS' has thus supported the implementation of a law on retrocession of mining and petroleum revenues to fund education and vocational training. Similarly,

the multifaceted approach to education has proved effective in bringing together knowledge and resources across sources of funding to deepen the evidence-base used in our programming.

This evidence-base contributes to ensuring the sustainability of activities on education and institutionalising democratic governance in the long-term. Oxfam IBIS will continue to work with Oxfam, the National Coalition for Education for All and CSOs in Niger to ensure this sustainability. Finally, Oxfam IBIS will, through its collaboration with the Danish Embassy, continue to strengthen institutions and CSOs and their promotion of human rights, democratic governance and peaceful conflict resolution.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 11.8M.

## Ghana

### Country context

In Ghana, Oxfam IBIS' programme works to reduce inequality and promote transformative education and better management of public finances. We do that through building strong CSOs and emergent civil society to advocate for progressive domestic resource mobilisation and implementation of quality education as part of the public education system. Significant for this work was the fact that, while the government was pushed to strengthen domestic revenue mobilisation and to enforce efficiency in public expenditures, the alarming debt crisis in Ghana continued in 2019 and 45% of tax revenues were spent on debt payments. This narrowed down the fiscal space for social spending on education and health. A very positive development in 2019, though, was the President's signing of the Right to Information Act, which civil society has been advocating during the past decade and which will be an important tool in promoting transparency and accountability. On education, the government continued the free access to Senior High Schools and this priority has led to critically low investments in basic level education, teachers and education materials.

### Selected results of Oxfam IBIS' programmes

In Ghana in 2019, we worked to promote accountability in the extractive sector and improve conditions for public quality education for all. Selected main results from 2019 implementation:

- The Vice President of Ghana compelled government to pass the LI2233 law, which puts in place measures to address corruption and has already led to increased revenues of almost

USD 6.4M for projects such as Community Health compounds in deprived communities. The Vice President's reaction was influenced by a video production made by investigative journalists supported by Oxfam IBIS about the smuggling of premix fuel, which was shared online through the Oil Money TV platform. Proposals by Oxfam's long-term partner Africa Centre for Energy Policy were adopted into the law.

- The government in Ghana decided to suspend further gas importation contracts and agreed to renegotiate all present contracts with private gas providers, which is estimated will generate savings of millions of USD every year for Ghana. The decision was the culmination of an advocacy campaign led by the Africa Centre for Energy Policy and supported by Oxfam IBIS to promote accountable management of gas resources in Ghana.
- All major political parties committed themselves publicly not to promote for-profit commercial education in Ghana. This is the result of advocacy by the Coalition against Privatisation and Commercialisation of Education, supported by Oxfam IBIS, against the Ghana Partnership School project, which aimed at handing over 100 public schools to private school operators.

### Contribution to Oxfam's country programme

Oxfam IBIS' programmes and projects in Ghana supported the implementation of the One Oxfam programme in Ghana and contributes especially to work on accountability in extractive industries, tax reforms, domestic revenue mobilisation, free quality

public education reforms for all, and active participation of youth in policy issues.

## Risk management

The profound debt crisis will severely affect the government's ability to finance social services such as education and health. The responses of Oxfam IBIS and our partners is awareness raising on the reasons and consequences and advocacy of debt relief, debt cancellation and strengthening of domestic revenue mobilisation. The proposed promulgation of a new NGO law in Ghana could lead to shrinking civic space, therefore Oxfam and other national civil society leaders seek to work together with the government in drafting the new regulations.

## Lessons learned and next steps

It is crucial to have a heightened focus on use of short messages via traditional and social media in

the awareness raising of citizens about tax responsibility and the relationship between tax and investment in public goods.

The sudden change in the Minister of Education's attitude from firstly, leading the efforts to have a Comprehensive Sexuality Education curriculum developed by Oxfam IBIS' civil society partners as part of the general curriculum to the denial of ever having worked for this after a strong campaign by religious leaders, among others, is proof of how culturally sensitive curriculum development is. Oxfam IBIS will support partners in elaborating a new strategy to change the curriculum, which will be culturally acceptable but still prevent school and gender-related violence against girls and young women, which is so evident when working for gender justice in education.

Total amount spent by Oxfam IBIS in programmes in 2019: DKK 15.3M.

## Sierra Leone

### Country context

Oxfam IBIS' programme aims to reduce inequality through active citizenship and quality education in Sierra Leone. In doing so, we seek to address weak capacities of emerging civil society, mobilise resources through taxation and distribute essential services such as quality education in rural areas. In 2019, these aims were supported by the government's adoption of a Medium-Term National Development Plan for 2019—2023. The plan includes many priorities from our programme and advocacy work, including a 12-point action plan on the extractive industry, a strong focus on gender justice, and a strengthened focus on public social services. Still, progress has been challenged by raising inflation that hit the poor and marginalised with rising prices on fuel, food and basic commodities. Free quality education was introduced in 2018, but only 67% of children enrolled in primary school complete it. The dropout rate is especially high among the girls in basic education.

### Selected results of Oxfam IBIS' programmes

In Sierra Leone, we have worked to advance local tax systems, gender justice in education and youth training in line with shared priorities of Oxfam IBIS and Danida. Selected main results from 2019 implementation:

- By bridging different sectors of society and drawing in expertise from the regional level, Oxfam facilitated an innovative partnership

between CSOs, the National Revenue Authority, the Government of Sierra Leone and the Africa Tax Administrators Forum. It aims to strengthen tax audits of multinational companies and will work to draft Sierra Leone's first transfer pricing legislation and create a specialised transfer pricing unit in the National Revenue Authority.

- A regional court overturned Sierra Leone's ban against visibly pregnant girls attending school and sitting exams. It comes after intense advocacy by the network Education for All, which partners with Oxfam and has received capacity development on gender justice. While the Minister for Education backs the ruling, a first step to its implementation will be for officials to refrain from shaming pregnant girls. 'Education for All' will follow this closely to ensure pregnant girls can return to school in a safe environment.
- The government committed to address youth employment through increased budgeting for TVET and by involving youth in decision-making. This builds on a review of the National Youth Policy lead by the Youth and Child Advocacy Network together with a coalition of CSOs with Oxfam and its partners, mobilising Youth Council inputs to shape the review.
- 12 community-based organisations in Kono district secured funding from local government for initiatives on education, water and agriculture. It follows access to development plans and budgets in local chiefdoms, which

has enabled influence on decision-making. The organisations are mainly comprised of women and youth and trained by Oxfam and partners, Network Movement for Justice and Development and KoCEPO, on citizens' rights to information.

## Contribution to Oxfam's country programme

Results from our projects in Sierra Leone illustrate the advantage of Oxfam's integrated approach to programming. For example, it has led to increased funding for education stemming from activities related to economic empowerment in Kono district. To further such integration, Oxfam IBIS continued to provide technical and financial support to the Sierra Leone country programme in 2019. This support focused on fighting economic and social inequalities with special attention to empowering women and youth by increasing access to education and combatting gender-based violence.

## Risk management

The government is seriously considering introducing public-private partnerships in education that contrast with the principle of free education. Oxfam and partners are therefore lobbying the government to refrain from this. Another contextual

risk is around shrinking space for civil society, which would impact deliveries on both education and Economic Social Justice. To mitigate this, Oxfam participated in meetings organised by the Sierra Leone Association of Non-Governmental Organisations to coordinate responses across civil society in the country.

## Lessons learned and next steps

Working in the intersection between education and promoting citizens' rights means we need to be sensitive to how challenging social norms may impact beneficiaries, particularly young people. For example, young people who work in the public sector do not want to actively participate in youth advocacy for fear of being tagged as "anti-government agitator", which could lead to losing their jobs.

In 2020, we will build on the progress made on country office advocacy to promote active citizenship and quality education, strengthening our cooperation and engagement with civil society partners and alliances, youth groups and women's organisations.

Total amount spent by Oxfam IBIS in programmes in 2019: DKK 11.7M.

## Liberia

### Country context

Oxfam IBIS' programme promotes inclusion for women and youth through movement-building around women and youth rights. This is based on two strands: gender justice to enable women to lead and shape the agenda of civil society movements; and influencing school curricula in education on rights and peace consolidation. In 2019, Liberia continued to be one of the lowest ranked countries on the Gender Inequality Index with extraordinarily high rates of rape and violence against women. In addition, education remains underfunded and is at risk of being outsourced to private actors, including for-profit education companies. It is thus important that Oxfam and its partners present viable cases for free, quality education to avoid privatisation, which would endanger efforts to include peace consolidation in curricula.

### Selected results of Oxfam IBIS' programmes

Having worked to build strong movements around women and youth, we were able to work closely with other CSOs in 2019 to address gender violence and gain support for piloting transformative

education, among other things. Selected main results from 2019 implementation:

- In 2019, the Domestic Violence Act was finally passed and signed into law. This legislation recognises domestic violence as a serious crime against individuals and society and recognises all the many forms of violence. It comes after concerted efforts over the past five years by CSOs, including significant contributions from Oxfam in Liberia, which initiated Women's Platforms and used concerns raised at these to lobby decision-makers. The law still needs to be tested in the courts but is expected to provide further justification for monitoring violence and reinforcing justice in coming years.
- As part of our focus on transformative justice, more cases of rape and violence are being taken to court as partners and local actors engages in rallies and sit-downs, including one case where mobilisation led to seven men being adjudged guilty and sentenced to 25 years in prison. When violence and rape occur, the safe homes in the Gran Geddeh and Sinoe

counties contribute to the protection of survivors.

- The Ministry of Education approved a one-year pilot scheme on transformative education with Oxfam's partner KEEP heading the pilot. It aims to develop a transformative education curriculum and enhance teacher's pedagogical skills. KEEP has worked through a platform involving 15 CSOs and the Ministry of Education to outline a module on transformative education and identify five test schools. Civil society secured an amendment to the Liberia election law and endorsements leading to more women in politics. Oxfam and partners significantly contributed to this work by building a broader coalition with WROs, NGOs, the Liberia Elections Observation Network and international actors, including the UN Women, UNDP Elections Project, and the Carter Center.

## Contribution to Oxfam's country programme

In line with the aim of promoting movement-building, the Danida funded project collaborated with UN Women and Kvinna Till Kvinna to provide support for female electoral candidates, enabling them to present their platforms to the public as part of the Senatorial and the District's representative elections in Montserrado County. This is but one example of how Oxfam IBIS' contributed to strengthening the country offices approach to fighting inequality and ensuring equal access for women and girls in line with the country programme's strategic priorities.

## EAST AND SOUTHERN AFRICA South Sudan and Uganda

### Country context

In South Sudan and Uganda, Oxfam IBIS' programme builds on a nexus-approach to span long-term development and humanitarian programming to build resilience and reduce conflict. We do this by improving access to Conflict Sensitive Quality Education for disadvantaged children, youth and women, while strengthening the capacity of national civil society to represent vulnerable communities. In 2019, the conflict in South Sudan continued to affect beneficiaries in host and refugee communities. Despite early implementation of the South Sudanese peace agreement in 2019, it is still uncertain whether a government of national unity will be formed in 2020. In South Sudan, there were around 1.4M internally displaced persons and almost 2.2M refugees live in refugee camps in neighbouring countries. One of these countries is Uganda, which has now implemented the Global

### Risk management

Weak implementation of laws and policies on access to justice and the protection of women and girls remain a constant risk to project aims. Oxfam works to address this by leveraging joint advocacy initiatives with women's rights organisations, youth groups and individual activists in Liberia. In the same way, we work with partners and target groups to strengthen anti-fraud and reporting mechanisms in order to address potential fraud. This further enhances the capacities of the movements and partners that we work with in line with project aims.

### Lessons learned and next steps

Overall, the movement-building strategy has had positive impacts on results obtained by youth and women's movements. However, due to dust roads, access to some project areas is impossible during the rainy season. This can delay project implementation and timely reporting. We thus work to strengthen monitoring at the field level, especially in Sinoe, River-Cess and Grand Gedeh Counties.

Oxfam's reputation as a go-to actor has grown and has led to increased collaboration with other parties. This includes the Swedish Embassy, the Spotlight Initiative, and multilaterals such as the EU office, UN Women and UNDP. This enables us to build on our recognised focus on women and youth to leverage results and justification of transformative approaches and insight fuelled by the Danida SP

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 10.4M.

Compact on Migration and put in place a national Education Response Plan for refugees.

### Selected results of Oxfam IBIS' programmes

In South Sudan, Oxfam and seven local partners work closely across the peacebuilding, education, and humanitarian activities. Selected main results from 2019 implementation:

- As part of a programme supporting conflict-affected communities to develop resilience strategies and generate income for enhanced livelihoods and for education, selected learners benefitted from tools and/or small grants to start their own income generating activities. We reached 7,379 learners (57% girls/young women) through accelerated education,

functional literacy and skills development in 2019.

- By campaigning for greater Gender Justice, Oxfam and its partners contributed to changing mindsets around gender-norms and empowering girls and women to claim their rights. This relied on developing a policy brief on Teachers for Change and disseminating the National Girls Education Strategy to head teachers in two states. We also supported female activists in challenging stereotypes and collaborated with UN Women to publish a report on women's engagement in peace negotiations since 2005. Finally, we promoted gender sensitivity in conflict in Pibor through analysis on how to involve Murle communities.
- In Uganda, Oxfam is uniquely situated to engage with the refugee community on both education, peacebuilding and humanitarian assistance, demonstrating the value of a "nexus" approach:
- In Palabek settlement, Oxfam, through its partners, supported accelerated education for out-of-school learners. This included support for district education authorities to integrate refugee education into local education plans. These activities were financed under the BRICE project: 'Building Resilience in Conflict through Education' with co-financing from Danida. We also supported refugee-led peacebuilding initiatives across settlements through a small-grants mechanism and adapted them to each context.

## Contribution to Oxfam's country programme

Oxfam IBIS promoted the development of partnership approaches, as part of countries' operational plans for 2019. This led country offices

to engage with diverse actors and resulted in improved capacity to respond to contextual changes and new forms of partnering (e.g. bigger consortiums, refugee-led youth groups).

## Risk management

We work to manage risks around the security situation in South Sudan and shrinking space for civil society in both countries. On security, we undertake frequent context analysis to adapt activities and we will build on analyses in 2020 to provide training for partners on managing security threats. On shrinking spaces, we engage with government institutions and stakeholders to create space for civic engagement, including youth and women.

## Lessons learned and next steps

Being part of the BRICE consortium has provided countries with experience on working through large-scale consortia (seven partners at global and cross-border levels). These lessons include implementing an annual learning event and partner reviews as well as using the consortium to link partners to the work of the Accelerated Education Working Group.

Findings from a literacy review in South Sudan showed that most learners wanted classes in English, so that they could communicate with others as well as learning in their mother tongue. From 2020, mother tongue will thus be used for some of the learners, particularly in Pibor where 95% of the learners speak Murle.

In 2020, Oxfam IBIS will support country offices to apply the 'triple nexus' approach. The added value of Oxfam IBIS lies in the commitment to the one programme approach, where interventions are interconnected and to reinforcing sustainable change.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 30.2M.

## Mozambique

### Country context

In Mozambique, Oxfam IBIS' programme aims to reduce inequalities and promote quality services for inclusive and equitable, quality education. 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 country has stayed relatively calm even though the presence of destabilising factors such as the lowest economic growth (2%) in four years, donor boycott due to the hidden debt scandal

and two tropical cyclones in March and April 2019. The cyclones caused flooding in project areas and school activities were interrupted for two months. The period was also marked by general elections in October 2019, where the ruling Frelimo candidates received 74% of the votes. Even though numerous irregularities and malpractice were reported, Frelimo was confirmed winner. Attacks by radical groups in Cabo Delgado Province, specifically the district where the major liquified natural gas projects are located are growing in numbers and casualties. The government's plan to divert some of the natural

gas revenues to pay the hidden debt of two billion USD was met with strong opposition from civil society through the “I Don't Pay Hidden Debts, Not Even With Gas” movement. Threats against the CSO activists and crushing of the campaign itself illustrate the shrinking space for civil society.

## Selected results of Oxfam IBIS' programmes

In 2019, Oxfam IBIS' work focused on citizens' rights within the extractive sector and improvement of quality education models. Selected main results from 2019 implementation:

- Mining communities successfully re-negotiated a total 280 quality houses in Nhamatua resettlement Centre as part of the compensation and resettlement agreements with multi-national and national oil and gas companies and local government. The new houses improve living conditions and can be considered a resettlement model in Mozambique.
- The integrity Centre and Environment Association and Associacao de Apoio ao Desenvolvimento together with Oxfam launched the Africa Mining Benefit Analysis report and made a series of recommendations to the Mozambican government in order to improve the mining revenue sharing mechanism in Mozambique. The research recommendations were used to raise public awareness and a final position paper was submitted to the government.
- The REFLECT literacy model for out-of-school youth was followed-up with the Ministry of Education and resulted in the decision by authorities to enlarge the test population. 100 facilitators were trained and the number of beneficiaries expanded from 225 to 505 in 2019. During our monitoring visits, it was found that 90% of the beneficiaries interviewed found the methodology useful and it was valued as a powerful tool to introduce changes in people's lives.
- Oxfam IBIS responded to the damages of the two cyclones that hit the country and provided humanitarian aid, which reached 6,000 people with vegetables and agricultural tools to restore

the possibility of food and nutritional security in the flooding areas.

## Contribution to Oxfam's country programme

Oxfam IBIS' projects contribute to Mozambique country programme objectives on reducing inequality and sharing benefits of economic growth. In doing this, the projects also contribute to making extractive industries transparent and accountable to all and promoting gender responsiveness of the formal and non-formal education systems.

## Risk management

In the situation of the shrinking civic space, Oxfam IBIS has increased the advocacy and influencing capacities of partners to develop joint influencing strategies to the extent possible and to work in networks so as to avoid single partners being targeted. In the unstable situations in Mozambique, Oxfam and partners have increased focus on CSOs mediation capacities with the aim of influencing dialogues and conflict resolution processes.

## Lessons learned

The involvement of government institutions in the monitoring of the resettlement processes for communities in areas of extractive projects has shown to guarantee appropriate follow up of ineffective resettlement processes. This kind of collaboration with authorities will be pursued in the following programming.

Working with the Network of Journalists is fundamental to implementing advocacy and influencing activities, because journalists are keen to share evidences collected at community level, which subsequently can be used as a mechanism to pressure for change in attitudes and practices of both public and private institutions. We will continuously train journalists, strengthening their networks, advocating for freedom of speech, empowering civil society to perform evidence-based advocacy to achieve transparency, accountability and participation of duty bearers and private sector at local and national levels in Mozambique.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 31.9M.

### Regional context

At the African regional and continental level, Oxfam IBIS' programme strengthens civil society aiming at leveraging results achieved through initiatives at country level to influence powerful institutions like the Economic Community of West African States (ECOWAS) and the African Union in the fight against inequality. Oxfam IBIS implements several regional and continental initiatives, together with civil society partners, focusing on economic justice, inclusive peacebuilding, gender justice and youth participation. Despite impressive economic growth rates in many countries, inequality is a profound challenge on the continent. Unsustainable debt level across the continent is undermining efforts to build a human economy as high debt repayments are eroding financial capacity for social investment on health and education. The numerous conflicts add to the challenges of the African continent and in response, the African Union's focus on "Silencing the Guns" seeks to strengthen the ability of the organisation to work more closely with member States to effectively prevent and transform conflicts across the continent.

### Selected results of Oxfam IBIS' programmes

In 2019, Oxfam IBIS worked to ensure that civil society perspectives play a role in regional continental decision making and peacebuilding discussions in African institutions. Selected main results from 2019 implementation:

- The West African States adopted the ECOWAS Model Mining and Minerals Development Act. The Act serves as a blueprint for mineral resource development in the region and ensures that countries derive optimal benefits from their resources to accelerate broad-based development. This achievement was strongly influenced by technical inputs and recommendations from Oxfam and a broad coalition of partner organisations in West Africa led by the Africa Centre for Energy Policy, the Third World Network and the West Africa Civil Society Forum.
- Oxfam and partners working with tax justice have been contracted by the Illicit Financial Flows Consortium, located at the African Union, to develop a comprehensive training curriculum for media practitioners, prosecutors and judges to be used at continental level. This is a result of the participation of representatives from the African Union, the United Nations Economic Commission for Africa and the African

Development Bank in a capacity development initiative facilitated by Oxfam and tax justice partners about corporate tax, illicit financial flows, and how grand corruption affects financing of public services.

- The ECOWAS Commissioner of Mining accepted the inclusion of representatives from women's organisations in the development of extractive industry policies and in the ECOWAS initiative on Mineral Resource Governance. This is an important step forward for gender justice in the extractive industry and was an important advocacy platform for women's rights; it is the result of joint influencing by Oxfam and five women's organisations in West Africa.
- Oxfam IBIS's support to inclusive peacebuilding has ensured a critical link between country-level programming and successful advocacy towards the African Union and the Intergovernmental Authority on Development (IGAD). Oxfam has played a key role in bringing together South Sudanese women activists to engage with the African Union's Special Envoy on Women, Peace, and Security. These efforts have been geared towards the advocacy for ratification of the Maputo Protocol.

### Contribution to Oxfam's regional programme

Oxfam IBIS' regional focus, partnership approach and technical expertise and support are of utmost importance in Oxfam's ambitions to give voice to a vibrant civil society at continental level that can hold duty bearers accountable. This is particularly due to the fact that regional and continental institutions and policies are increasingly defining the frameworks and guidelines for national decision making in Africa.

### Risk management

Shrinking and shifting civic space and a volatile security situation is affecting the African continent. To address this situation, Oxfam and partners continued to work with alliances and in coordination with regional and global allies with an increasing focus on accountability and capacity building of partners to operate in an environment of shrinking space.

### Lessons learned and next steps

Based on the experience that global and regional and continental processes have a huge impact and influence on national level policy, there is a

recognition in Oxfam of the need to make stronger links between national, regional and continental advocacy processes. This effort will be a priority in the coming years.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 2.9M.

## LATIN AMERICA

### Guatemala

#### Country context

In Guatemala, Oxfam IBIS' programme promotes regulation on extractive industries and securing public funding for quality education and social development. In turn, such initiatives will lead to active citizens who claim and exercise their rights and influence decisions in favour of pro-poor policies. This would represent a turnaround from the current state, as Guatemala is one of the most unequal countries in the world. The quality of the Guatemalan education system is amongst the least effective in Central America and the education budget amongst the lowest in Latin America. Despite its status as a lower middle-income country, 28% of the population, especially indigenous populations, live in extreme poverty. This inequality affects many aspects of society from chronic malnutrition, corruption, gender injustice and femicides to attacks on human rights defenders and journalists and internal migration. At the same time, democratisation is held back by increased political control of the judiciary system as well as further limits on CSOs and democratic dialogue.

#### Selected results of Oxfam IBIS' programmes

In 2019, Oxfam IBIS and our partners ran integrated advocacy campaigns that spanned agendas on reducing inequality and promoting education to encourage active citizenship. Selected main results from 2019 implementation:

- The coalition to fight inequality known as Paraíso Desigual impacted the debate around fiscal policies, reducing inequality and chronic malnutrition. This was apparent from extensive media coverage and the fact that thematic focus impacted the views and arguments of candidates during the 2019 presidential election campaign. Related media campaigns reached over 100,000 people indirectly in Guatemala and internationally. These efforts were supported by evidence and policy proposals from research institute and long-term partner Instituto Centroamericano de Estudios Fiscales. The coalition to fight inequality consists of ten youth, media, research and indigenous peoples' organisations.

- A group of progressive congress women ensured that a new law on Women's Economic Development was passed in parliament. The law addresses gender justice and women's access to land. It comes after support from Oxfam IBIS for a broad coalition of 51 women's organisations that worked closely with the congresswomen to consolidate a proposal for the law.
- By participating in the campaign "Collective Education without Exclusion", our long-term education partner PRODESSA (El Proyecto de Desarrollo Santiago) was part of achieving a commitment from 10 political parties and the new authorities to improve education policies and increase budgets. In addition, PRODESSA's school material called "Fulfilling my goals and dreams" was adopted by the Ministry of Education. The material has been reproduced and translated into five indigenous languages.
- To address democratic deficits, a new diploma on journalism and inequalities was established by Oxfam, the Federation of Radio Schools and the University of San Carlos. It will train local community journalists and communicators in social auditing. 25 journalists finished the programme in 2019 and produced articles and radio broadcasts with the aim of increasing public awareness and demand for accountability.

#### 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. In addition to giving support to civil society, Oxfam IBIS is also increasingly focusing on private sector engagement to promote human rights standards and fair investments, not least in relation to extractive industries.

## Risk management

To address the continued deterioration of civic space for civil society and INGOs in Guatemala, Oxfam worked on transparency and accountability to maintain a good relationship with authorities. In addition, Oxfam supported partners' and citizens' peaceful participation and dialogue with the government and private sector and identified opportunities to support and protect human rights defenders. Oxfam also have security plans in place for staff and members of partner organisations.

## Lessons learned and next steps

Strategic collaboration with media organisations and journalists has had a significant added value in reaching the population in Guatemala and in achieving concrete policy changes, both in our

education work and in programmes on human rights, migration and economic justice.

Guatemala is one of the examples where Oxfam IBIS' programme support to the country, deriving from the strategic partnership with Danida, has successfully increased programme funding by 300% through contracts with other donors and private foundations. This would not be possible without the SP agreement with Danida and has expanded the platform for furthering our joint priorities. The initiative between Oxfam and the Hempel Foundation to strengthen intercultural gender transformative education in primary and secondary schools is a recent example.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 30M

## LATIN AMERICA REGIONAL

### Regional context

In Latin America, Oxfam IBIS' regional programme works for the building of democratic societies with economies benefitting poor and marginalised populations and for sustainable peacebuilding. We do that by strengthening CSOs and indigenous peoples, particularly women and youth, in order to raise their voice and influence, protect their rights and hold governments to account. During 2019, corruption, social inequalities, and the concentration of wealth in the hands of a powerful elite gave rise to large scale, and in most cases violent protests, in for example, Bolivia, Honduras, Colombia, the Dominican Republic and Chile. Furthermore, education systems in the region continue to reproduce inequalities in terms of access and quality. In Colombia, the implementation of the peace agreement between the FARC and the Colombian government is still lagging seriously behind, affecting rural women in particular. All over the region, indigenous peoples continue to face threats and harsh violence when trying to defend their land and territories from extractive activities such as mining, oil, energy and infrastructure projects, violating their right to free, prior and informed consent as guaranteed in the ILO Convention 169 and supported by the UN Declaration on the Rights of Indigenous Peoples. 2019 was also marked by massive forest fires in the Amazon basin, which destroyed the livelihoods of local indigenous communities, including the Guaraní territories supported by the regional programme.

### Selected results of Oxfam IBIS' programmes

In 2019, we have promoted the recognition of indigenous women's rights at international level, the financing of public education and gender justice in peacebuilding. Selected main results from 2019 implementation:

- Indigenous women from Colombia, Mexico, Nicaragua, Guatemala, and Honduras succeeded in influencing the formulation of the UN Guidelines on Gender in the UN Guiding Principles on Business and Human Rights so that they incorporate indigenous peoples and indigenous women in particular with an emphasis on free, prior and informed consent and the participation of women in consultation processes.
- Specific recommendations on the rights of indigenous peoples were endorsed by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This was achieved through influencing by a number of civil society partners such as the Coordinator of Indigenous Organisations of the Amazon River Basin and Fuerza de Mujeres Wayuu supported by the regional programme.
- In the Dominican Republic, it was revealed that funding for public education is being channelled to Public Private Partnerships supporting private church education institutions and in Peru the Oxfam partner Ojo Público revealed serious fraud within higher private education institutions through a series of articles about the poor quality of education. These results were part of Oxfam's global campaign on education.

- After years of advocacy, the Guaraní autonomous government in Bolivia achieved a significant and iconic result, negotiating a compensation of USD 290K from the Aguara Güe Norte-YPFB seismic project, and an additional USD 575K from the government to finance local development projects.
- Despite the extremely difficult context in Nicaragua, civil society partners succeeded in getting 13 recommendations incorporated into the official UN Universal Periodic Review of Nicaragua.
- After years of struggle over access to water, the indigenous partner organisation Coordinadora de Pueblos Unidos por el Cuidado y Defensa del Agua succeeded in negotiating a water concession agreement with the government in Mexico, which will secure clean water for the communities.
- In Colombia, rural women's perspective and demands were included in the implementation and monitoring of the Peace Agreement, among other things, through the second follow-up report on the gender approach to the implementation of the Peace Agreement in Colombia. This was achieved by our partner ASODEMUC (Asociación de Mujeres por la Paz y la Defensa de la Mujer Colombiana) through national advocacy.

## Contribution to Oxfam's country programmes

Oxfam IBIS' regional programme in Latin America is a contribution to the implementation of Oxfam's country programmes and Oxfam's Regional Influencing Strategy.

## Risk management

Political instability, shrinking civic space, and criminalisation of and violence towards partners defending human rights and their territories which are directly or indirectly linked to the programme continue to be critical risks. The risks are mitigated

through close risk monitoring and mitigation plans and cooperation with donors, national, regional and international networks, and human rights institutions such as the Inter-American Commission of Human rights and the UN Human Rights Council which can pressure governments to respect human rights and democracy.

## Lessons learned and next steps

Translating local and national advocacy to the regional and global advocacy processes has shown significant results such as the recognition of indigenous rights by international institutions. The programme is rooted in the needs, knowledge and actions at country level and from here relevant regional and global opportunities and processes are identified and targeted. Linking civil society partners to Oxfam's global work is a strong, effective and efficient modality, which will be continuously strengthened.

Another modality which consists of facilitating South-South exchange among CSOs has proven to be very useful in the empowerment of partners and alliances.

A mixed network of parliamentarians and CSOs has shown to be very effective in obtaining political support and commitment. The experience derives from the regional platform and partner the Latin American Campaign for the Right to Education, which formed such a network in 2019 to address educational issues and which ended with a final statement against privatisation of education signed by 70 authorities. This strategy will be suggested to other advocacy programmes.

Despite a challenging context, the regional programme is on track implementing a relevant ToC. Oxfam IBIS will continue its valuable dialogue and collaboration with the Danish MFA and the Danish Embassy in Colombia in particular on topics such as the peace process in Colombia and the violence against women's human rights defenders.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 20M.

## MIDDLE EAST AND NORTH AFRICA

Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia and Yemen

## Regional context

Fighting inequality in the MENA region is two-sided: Oxfam IBIS' programme does this through strengthening local partners to provide employment activities and to advocate for youth employment and participation and through reducing the effects of humanitarian crisis by building resilience, providing

protection and facilitating the participation of marginalised groups in peacebuilding processes. The MENA region claims the world's biggest gender gap and highest inequality rates and inequality is evident and reinforced by, among other things, unequal access to livelihood resources and economic opportunities. Especially youth and

women face obstacles to employment related to a number of structural factors, including poor working conditions, low wages and informal jobs upon entry into the labour market. In Egypt, for example, only 18.2 % of women aged 15 and above are incorporated in the labour market compared to 81.8% of men. There are, however, a few examples of opportunities to improve the socio-economic and employment situation and thereby for Oxfam IBIS' initiatives towards youth employment. To reduce economic slowdown, the government of Jordan has introduced incentives to improve livelihood, in Tunisia and Egypt governments will introduce efforts related to employment opportunities for youth. However, this will not overshadow the reality that the region is the home of some of the world's biggest and most protracted crisis, armed conflicts and the largest mass displacement of people, as seen in Syria, Lebanon and Yemen.

## Selected results of Oxfam IBIS' programmes

In the MENA region in 2019, Oxfam IBIS worked to ensure employment for youth and to improve conditions for refugees and started peacebuilding activities. Selected main results from 2019 implementation:

- Through the Youth Participation and Employment (YPE) component of the Danish-Arab Partnership programme, initiated in July 2017, employment has been ensured for 3,900 youth: Jordan (1,570), Egypt (840), Morocco (950), and Tunisia (540) since the start of the period. To achieve this, local partners have worked with different aspects of employment creation, such as e.g. employability training, direct job matching, entrepreneurship, job-fairs, and vocational training related to available job opportunities. In 2019, 17,000 youth (with equal gender representation) were involved in employment activities, which is an increase of 130% compared to last year
- In Bakaa in Lebanon, 7,200 Syrian refugees had increased access to services such as water and WASH facilities, de-sludging, legal assistance, and sexual and gender-based violence protection.
- In close consultation with the Office of the United Nations' Envoy, women's rights and women-led peacebuilding organisations have been connected to the United Nations' Office with the aim of participating in peace negotiations. This initiative is part of Oxfam IBIS inclusive peacebuilding activities in Yemen, which started in 2019.

## Contribution to Oxfam's country programme

With youth as a cross-cutting issue and target group, the Oxfam MENA strategy entails five levers of change of which most are reflected and contextualised in the country programmes of Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia and Yemen. The engagement of Oxfam IBIS contributes to the following areas: reduction of social-economic inequalities, humanitarian response, gender justice including the women's peace and security agenda and interventions specifically targeting youth.

## Risk management

The rise in the discourse and practice of 'securitisation' and corresponding absence of accountability in most MENA countries will likely persist with continued negative impact on the space for civil society. Closely related to this are the risks of lengthy approval processes by authorities and increasing restrictions, which have contributed to delaying Oxfam IBIS' humanitarian programmes in Syria and Yemen. In response to these risks, Oxfam supports partners in maintaining a policy dialogue with government / duty bearers.

## Lessons learned and next steps

In 2019, Oxfam and partners applied the 'inequality approach' as an analytical lens for shaping and understanding the YPE programme within the framework of a bigger social-change agenda on redistribution of economic opportunities. This approach was applied to grasp and document the diversity of the many different paths to youth employment, which were explored through partners' interventions, e.g. working with both the formal and informal labour market, with both job creation and self-employment, targeting both marginalised youth and well-educated youth, and both urban and rural youth, and tackling gender issues and job quality issues. It is envisaged that the inequality approach will provide Oxfam with substantive evidence based on both the YPE and other existing programmes on economic opportunities and build a strong fundament for influencing and learning.

Despite the vast need for humanitarian support in Yemen and Syria, there were big challenges in obtaining necessary approvals by authorities causing unintended delays in implementation.

Total amount spent by Oxfam IBIS on programmes in 2019: DKK 48.3M.



## 9. INNOVATION

In 2019, innovation efforts in Oxfam IBIS were focused around three flagship projects, where new approaches, tools and ideas were developed and tested. The three projects represented different thematic areas: Inclusive Peacebuilding, Transformative Education for Active Citizenship, and Economic Justice and Inclusive Democracies. In addition, a mechanism outlined in 2018 to fund innovation projects generated by local partners and stakeholders was piloted. An inception review of innovation activities was carried out among Strategic Partners, in 2019, and has influenced our conceptualization of innovation. The overall aim of our innovation efforts is to *influence more, better, smarter and long-lasting by thinking and doing differently*.

## Status, reflections and learnings from innovation projects and initiatives

### Building cohorts of young peacebuilders in Uganda

In order to go beyond the tried and tested approaches in peacebuilding, where focus is on projects with predefined start and end-points and little space is left for youth-led peacebuilding efforts that are spontaneous or driven by short-term planning, there is a need to tap into and to advance the knowledge, ideas, agency, and energy of the young people. This is the experience of Unyoke Foundation with whom an innovative project was initiated in 2019 to support a group of young South Sudanese refugees living in Uganda. The innovation is to move away from predefined trainings but give space for youth to develop their own ideas and networks.

It is an interesting challenge to work with Unyoke as the philosophy behind their way of working and investing in *people* is very different from the regular Oxfam programming methods, where a partner typically implements according to activities and outputs defined at the start of the project. Success of the project is about *relations* and nurturing the potential of the young leaders on their own terms. As the project proceeds, we expect to learn more about how to embrace these aspects of human development in relation to our project development and management.

### ICT in Education and sustainability through business-development in Ghana

There was a 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 is applying the ICT-based tools included in Idea

Boxes. Building on a lesson learned from last year and as such an unintentional effect of the project, local communities wanted to explore how the Idea Boxes can be used beyond education and benefit the communities more broadly, and how the tools can be used to generate income for maintenance and continuous updating of the content of the Idea Boxes.

In this way, sustainability of the project was dealt with at the outset of the period, which was new to the project stakeholders. Facilitated by private sector partners, the teachers, students, local community representatives and local authorities have developed ideas on how to improve sustainability aspect. The ideas need to be developed further but the workshop provided participants with a set of new methods that can be used continuously to facilitate idea-generation and business-model-thinking and thereby potentially have a broader impact than solving the specific challenge of the project.

The partnering with private sector partners is a test to see how that will work in terms of maintenance and sustainability of the project – and is something we will learn from. In the initial phase of the project, Oxfam IBIS is formally partnering with private sector partners, but there is a mutual understanding that the partnerships can evolve and income-generating activities in the projects can create long-term sustainability without Oxfam's continued involvement. This is a step for Oxfam IBIS to generate more knowledge and experience of working with private sector partners at the local level which can be replicated.

### Tax-Dialogue in Kenya and Ghana

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 aiming to promote more responsible tax practices from the private sector. The hypothesis behind the tax dialogues is that change can be brought about by bringing stakeholders together in dialogue, rather than only relying on the more antagonistic forms of advocacy – an approach that was first tested in Denmark and now replicated. In both Kenya and Ghana, the thought of a dialogue between the civil society sector and the private sector, who are usually publicly in strong opposition caused scepticism. Trust-building has therefore been the key to achieving constructive dialogues. Unfortunately, the civil society partners have had challenges in taking on the role as a credible and trusted convener, and new strategies were adopted in both countries. In Kenya this has happened through a collaboration with the national university, which provides the safe and neutral space for

dialogue. In Ghana, the project is utilising the media as the forum for dialogue through weekly broadcasts on national channels about responsible tax issues.

Because trust-based relations amongst stakeholders have been built, 'real' dialogues are now taking place. However, the dialogues require constant attention as relations are fragile and based on people rather than institutions. There have been significant lessons learned in the project; one is that convening actors, who are normally opposing each other, needs mediation. Another related lesson is that non-traditional partners such as universities, business associations, and media can help bridge that trust gap between civil society and the private sector. These lessons are very relevant for other projects and can contribute to preparations and risk analysis in relation to comparable multi-stakeholder dialogue initiatives.

### LID – Leverage, Innovation Development

Because of often time-consuming funding structures of calls and proposals in the Oxfam system, projects and ideas from people and organisations 'not used to the system' often find themselves excluded or marginalized from problem solving. In 2019, the first prototype of the initiative to support the development of local ideas related to existing challenges was tested. In a mining district in Sierra Leone, 30 people from the community (CBOs, local authorities, and mining companies) as well as from Freetown (the university and CSOs) took part in generating ideas for community development initiatives. To Oxfam in Sierra Leone and the participants, the idea- and business-development methods without predefined goals and solutions were new and the enthusiasm amongst participants was big. Three to four groups will be given a kick-starter grant of USD 1,500 to work with their ideas such as education or farming initiatives in 2020. The criteria for the grants are a business plan and ideas for how to continue without funding.

Like the peacebuilding project, the approach in LID is different from standard Oxfam programming – and typical project cycle management in the

development sector. A core learning here is that the systems and procedures meant to support and streamline the management of interventions might be a strong barrier for doing things differently and in an inclusive way. The next prototype-test of the LID, which will take place in Liberia in 2020, will need to take this into account. If we want to explore new ways to *influence more, better, smarter and long-lasting by thinking and doing differently*, we have to be flexible and willing to dispense with the established systems and procedures for project management.

### Next steps and summarising lessons learned

We have realized that where our innovation initiatives are making a difference is by exploring ways to do things differently for better, smarter and long-lasting impact and change. Where results are emerging, we are applying one or more of the following approaches:

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

We use these approaches as guidance for designing and adapting our innovation initiatives. This is where we see that Oxfam IBIS can make a difference for programmes and projects and where the innovation modality allows us to experiment and learn. So far, we have used the lessons learned in collaboration with country offices and internally within Oxfam IBIS. We still have remaining challenges in terms of internal capacity and of ownership in the organisation to the innovation agenda. Furthermore, we still have to try-out to which extent current systems and procedures allow for flexibility and testing.

The focus for 2020 in Oxfam IBIS will be on internal capacity building to work more innovatively as individuals and organisation. A cross-departmental task-team lead by the innovation advisor will develop initiatives for this process.



**10. INFORMATION, ENGAGEMENT  
AND ADVOCACY IN DENMARK**

General progress in 2019 measured against the strategic objectives in ‘Public engagement and advocacy in Denmark’ is assessed to be satisfactory and Oxfam IBIS is on track to reach the targets set for 2021 in relation to the organisation’s popular foundation and outreach in Denmark,

## Results achieved

Table 5 lists Oxfam IBIS’ results measured against the 2018-2021 targets for Public Engagement, Campaigns and Advocacy in Denmark. In 2019, Oxfam IBIS managed to attract media attention to issues related to tax, inequality and education and contributed to influencing key political and private sector decision makers, with five recommendations

being adopted. For example, the number of Danish municipalities signing a ‘tax-haven-free’ charter grew once again with five new municipalities and by end of 2019 a total of 13 municipalities and one region (the Capital Region) had signed. This means that today 25% of the population lives in a tax-haven-free municipality. Another important achievement was that the Danish government officially adopted a negotiating position on the EU directive on country by country reporting (on e.g. tax conditions) that supported public reporting for all countries, including for developing countries. Such a reporting will ensure transparency in relation to multinational companies and their tax payments among others. Together with other Danish NGOs, we have campaigned for this for several years.

**Table 5: Public Engagement, Campaigns and Advocacy in Denmark**

Key performance indicators	Results 2018	Results 2019	Annual targets 2018-2021	Funding source
5.1.1 Major Oxfam IBIS recommendations adopted by decision makers	6	5	6	SP Own funds
5.1.2 Major stories making impact in Danish media	4	3	4	Own funds
5.3.1 Number of campaign participants In Denmark	21,973	19,306	35,000 by 2021	Own funds
5.3.2 Numbers of students taking part in LæseRaketten/other school activities	177,707	164,160	165,000	SP Own funds
5.3.3 Numbers of interactions on social media	1,297,070	1,307,319	1,500,000 by 2021	SP Own funds
5.4.1 Number of Oxfam IBIS members	8,303	7,886	10,000 by 2021	SP Own funds
5.4.2 Number of Oxfam IBIS supporters	18,987	17,100	30,000 by 2021	SP Own funds

Oxfam IBIS had fewer members by the end of this year (7,886) than the previous year (8,303). This was mainly due to the fact that we removed members from the register, who had not paid any subscription. However, 800 new members did sign up during 2019 and Oxfam IBIS was successful in engaging many of them in issues related to education, tax and inequality. Even though the annual numbers reached in relation to campaign participants, members and supporters are slightly lower than in 2018, we are still on track and expect to reach the targets for 2021.

## Project and Programme Related Information

The project and programme related information (PRI) was organised in three different areas: ‘The Whole World in School’ campaign, social media and the printed Oxfam Magazine.

### The Whole World in School campaign

Oxfam IBIS’ ‘The Whole World in School’ campaign, which is organised together with Save the Children Denmark, succeeded in mobilising 168,160 students and 7,834 teachers in 1,257 schools (71%

of all Danish primary schools). This year, the students 'met' children from Colombia through the book *LæseRaketten* (the Reading Rocket) and other online material to explore their aspirations and challenges and understand how similar they are, though with very different opportunities to achieve their rights, especially the rights to education. In 2019, there was an increase in the use of the online campaign material, for example the specific page introducing the SDGs has been visited twice as much compared to 2018. For next year we plan to expand the use of digital campaign material. The 2019 campaign also entailed an 'action day', where 40 school classes wrote their wishes for the future related to education and a school class met with the Danish Minister for Development Cooperation to dialogue about the importance of the work around the SDG 4 on education.

### **SDG caravan**

An SDG caravan of 12 trained volunteering ambassadors visited 40 primary and secondary schools and 3 folk high schools around Denmark to strengthen children and young people's knowledge about the SDGs. Oxfam IBIS developed an interactive learning game that our SDG ambassadors facilitated with approximately 1,950 students. The game called 'The City' gave the students a unique experience dealing with inequality and lack of proper education in a fictive city, where they had to work together to find solutions on how to create a better society. The students were very inspired, and the ambassadors were amazed about their creativity and ideas to how things can be changed.

### **Social media**

On social media, we have informed the public about our work with projects and programmes in the Global South as for example women's rights in Colombia, education and inequality in Ghana, and privatisation of education. We try to reach and engage new target audiences making them interested in our work. Often, people are not aware that development is an interesting field for them, but we intent to reach them through other subjects such as tax avoidance and women's rights, which they are attracted to. The number of interactions on social media, in total 1,307,319, shows that we are well on track towards the ambitious end target of 1.5M in 2021. Furthermore, the number of followers on Facebook has increased to 40,524.

### **Oxfam Magazine**

Oxfam IBIS printed three magazines with an edition of 8,000 copies for our members and regular supporters. Some members tell us they enjoy the feeling of holding and reading a printed story. In 2019, we provided in-depth information about our

programme work in the Global South and kept the readers updated and engaged. Furthermore, Oxfam IBIS distributed our newsletter to 37,000 receivers in 2019. This number is lower than last year because of a clean-up following the new General Data Protection Regulation from EU.

### **Lessons learned**

A lesson learned from our information work is that engaging the Danish public in development work is becoming more difficult, if we communicate about the conditions in the Global South alone. We engage more effectively if we focus on an experienced need for change in the Danish public as well as for people in the Global South. Communication in Denmark works at its best, when we can talk from a starting point in Denmark. These aspects are therefore the basis of a campaign about 'women and inequality' planned for 2020 (see 'next steps').

A positive lesson learned from working closely with a Danish NGO like Save the Children around the 'Whole World in School' campaign and *LæseRaketten* (the Reading Rocket) is that such a partnership is a clear advantage and does overcome competition. The experience with collaborating with Save the Children has made us interested in entering similar collaborations within the NGO sector.

### **Next steps**

Oxfam IBIS will enlarge our target audience and we have specific plans to make a big national tour in 2020, creating awareness about women and inequality. The new campaign will connect Danish women with women in the Global South, communicating the message that we share common goals and sometimes even the same problems. The tour will include 40-50 events, including personal meetings between Danish women and women from the Global South and Danish women and girls playing soccer in a campaign for securing peace in South Sudan.

### **Change story**

#### **We love taxes**

"We miss you Tax" the slogan stated (tax is 'honey' in Danish). Oxfam IBIS advocated for more tax staff to be hired to fight tax fraud and tax havens. 5,045 signed a petition, and 500 Danes donated money to buy a cake for esteemed tax employees. Representatives from all Danish political parties except Liberal Alliance joined in and several used our tax-message in their own political election campaign. For some years now, Oxfam IBIS has worked to secure taxes to meet the demands of building strong societies in countries worldwide. We

have worked intensively to put a stop to the use of tax havens, which hurts vulnerable countries the most. That is why Oxfam IBIS launched a tax-positive campaign around the Danish parliamentary election on June 5<sup>th</sup>, 2019. A great campaign to

combine a Danish point of view with the global perspective.

SDG targets 10.3, 10.4 and 10.5.

CONGRESO

# 11. ORGANISATIONAL DEVELOPMENTS AND SUSTAINABILITY



2019 was a year of consolidation for Oxfam IBIS. We were able to speed up programme implementation compared to the previous year, while at the same time consolidating our role in the Oxfam Confederation by influencing the new strategic plan and thematic areas. These include added-value from Oxfam IBIS' programmes to combat the privatisation of education and to bring together the community on peacebuilding through acting as a mediator and promoting localisation of humanitarian responses.

### **Developments in Oxfam IBIS' thematic areas**

In relation to Oxfam IBIS' endeavours in the thematic areas, we managed to continue to play a crucial role in expanding transformative education programming, campaigning and learning across the Oxfam Confederation. In 2019, education financing and how to ensure equal access to education by avoiding privatisation received high priority in Oxfam global advocacy campaigns such as the global Even It Up campaign towards the Global Partnership for Education, in the World Bank and in the annual Oxfam Davos policy report on inequality. Furthermore, youth training is an expanding area in the country programmes and includes citizenship, literacy, technical and vocational skills, and income generation; the models show promising results.

Under the Economic Justice and Inclusive Democracies thematic area, we strengthened our advocacy strategies and interaction with civil society partners and the Oxfam Confederation, which are becoming increasingly impactful. This is documented by the increasing number of regional and global results, such as the influence on the political inequality agenda of ECOWAS, the UN Economic Commission for Africa, and the inclusion of indigenous women's rights in the guidelines for the UN Guiding Principles on Business and Human Rights.

Following learning from the previous year that the Inclusive Peacebuilding programme would be more impactful at local and national levels, we decided to narrow our contribution to strengthening the participation of women and youth in peace initiatives. The aim is for Oxfam to play a key role as a mediator, leveraging on its regional and global presence to involve CSOs and community-based actors in national, regional and international peace initiatives. In this way, we shifted the focus for the programme away from high-level engagement and international policy change towards community level engagement and its importance for delivering sustainable peace.

During 2019, Oxfam IBIS became a more integral humanitarian actor as part of the Oxfam Confederation. At the same time, we provide added

value in areas such as the implementation of the localisation agenda, Education in Emergencies and knowledge and advocacy on education. In 2019, we were able to grow our humanitarian portfolio via engagements with the Danish Ministry of Foreign Affairs, Novo Nordisk, Regional Development and Protection Programme for the Middle East (RDPP II), and Sida. Oxfam IBIS' technical knowledge on Education in Emergencies in combination with evidence from education activities in the field gives a good foundation for collaboration with donors and other partners.

After a rather slow start in 2018, Oxfam IBIS managed to speed up implementation of the Strategic Partnership agreement during 2019 and caught up on the previous year's underspending. While performance in 2018 showed underspending of 23%, Danida allowed transfer of funding to 2019 and the following years and the budget for 2019 was increased by 15% making it possible to implement at a rate of 102% (CIV: 104% and HUM: 95%), which is seen as a satisfactory result for 2019.

The improved outcome is due early engagement with country offices (which plan in the 1 April – 31 March cycles), closer follow up on the agreed project implementation, and a better general understanding of the protocols and procedures of the Confederation, and more appreciation of Oxfam IBIS' more lean ways of working.

### **Fundraising**

While the SP gives Oxfam IBIS a solid foundation to carry out its important work, it also provides us with the legitimacy to explore funding opportunities in other arenas. During 2019, relation building with donors and private foundations was carried out and ways of diversifying the funding base of Oxfam IBIS were further explored. The possibilities of making use of the co-financing options provided by the SP resulted in two new important engagements with the European Commission (DEVCO) and Sida.

Oxfam IBIS was successful in obtaining accreditation by the Global Partnership for Education (GPE) and was selected as grant agent of the GPE Education Out Loud civil society fund with the final approval by the GPE Board in early 2019. The fund mechanism received applications for the first call in October 2019, and more calls will be launched subsequently. The aim of the fund is to complement the comprehensive GPE support the development and implementation of education policies of its member States by supporting civil society organisations in their efforts to hold governments to account and to ensure popular engagement in education policies.

Grant management of the civil society fund on human rights, governance and media in Niger, commissioned by the Danish Embassy, also took off during 2019.

### **Oxfam's new strategy**

As the overall Oxfam Strategic Plan came to an end in 2019, work started on preparing for a new strategy taking the organisation forward towards 2030. As part of the strategy development, which was an inclusive and complex process in the Confederation, Oxfam IBIS participated in the development of the strategy and successfully promoted the inclusion of transformative education and active citizenship as central tenets of the Confederation's future approach. The new strategic framework is to be concluded and launched in 2020 and there is an expectation that Oxfam IBIS will be satisfied with the result.

At the same time, Oxfam IBIS participated in the development of an Oxfam Common Approach to Partnerships, which was tried out in a couple of test countries. Oxfam IBIS is interested in the Confederation embracing the need for a more assertive and strategic direction across the entire Confederation on the partnership approach, and the common approach is a clear contribution to this. A shared approach across the Confederation will be recognisable for both partners, staff and donors.

Finally, and in line with a new and more focussed global strategic framework, Oxfam finds that there is a need to review the Confederation's organisational set-up enabling members to effectively implement the strategy. At the same time, Oxfam is reviewing the governance model with the aim of getting a more solid voice of Southern affiliates and partners represented. This work will continue in the coming year.

### **Oxfam IBIS' governance and member base**

Parallel to the Oxfam strategy development, governance in Oxfam was reviewed with the aim of getting a more solid voice of Southern affiliates and partners represented. The exercise was not completed in 2019.

Oxfam IBIS' Board embarked on assessing its composition and terms of reference in order to be able to attract the right capabilities required to manage an organisation approaching DKK 500M. The finalisation of the work will be timed so that any substantial changes will be ready for submission to the General Assembly, which takes place every November.

The Board wants Oxfam IBIS to have a strong and visible external profile, contributing to public debate and influencing the political agenda, as was

underlined in relation to the appointment of the new Secretary General, who started in February 2019. A strong public profile will strengthen the organisation's popular foundation, engage the public and stimulate the interest for 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 2019, Oxfam IBIS had 7,886 members, a slightly lower number than the previous year, but in terms of funding commitment generating a higher income.

### **Achieved results**

Oxfam IBIS' performance within organisational development and sustainability was satisfactory in 2019. We have made up for last year's underspending and are on track to deliver on the defined indicators in the Global Results Framework. Table 6 presents an overview of Oxfam IBIS' results measured against the targets in the Global Results Framework.

The capacity assessment and review carried out by Danida towards the end of 2018 provided Oxfam IBIS with a set of recommendations, which have been prioritised and translated into practical actions. As part of the follow up on the Danida review, in 2019, attention was given to strengthening the risk assessment and risk management mechanisms. While the review focussed mainly on operations in high-risk contexts (e.g. fragile States and humanitarian action), Oxfam IBIS used these recommendations to review risk management mechanisms across the organisation.

At regional/country level, risk management was strengthened through systematic monitoring on the basis of the quarterly management reports in the Regional/Country Governance Groups; these are overseeing and feedback bodies that consist of Oxfam affiliates engaged in a region/country and provide support to strategic management at regional/country level. Oxfam IBIS' monitoring visits also focus on risk management and mitigation measures, including risk analysis both at implementation level (partner) and at country office level with the aim of improving risk management capacity.

Oxfam IBIS also enhanced its internal organisational risk management capacity by introducing an internal auditor function and improving a systematic risk management approach at management level, which needs to be unfolded over the next year.

In addition, follow up was carried out on the inception review of innovation activities. The review helped us to rephrase and sharpen our overall goal for innovation, learning and how to do development

differently, enabling us to get more ‘development’ out of our investments. An attempt has been made to pin the goals down to something attainable within the next two years, both for the innovative activities and the ‘innovative organisation’.

In general, the follow up on the recommendations of the 2018 Danida capacity assessment and

review of Oxfam IBIS follows the expected schedule for implementation, as can be seen in table 6.

The 2019 annual report of Oxfam IBIS turned out satisfactorily as equity rose by DKK 4M, enabling the organisation to build up the equity fund to a total of DKK 11M, and thus cushion itself, as planned, against unexpected situations and events.

**Table 6: Organisational Development and Sustainability**

Key performance indicators	Results 2018	Results 2019	Targets by 2021
6.1.1 Percentage of agreed follow-ups on recommendations by Danida’s capacity review are timely implemented	83%	93%	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%	85%
6.2.1 Increase in equity of the organisation	Increased by 1 M DKK to 7 M DKK	Increased by 4 M DKK to 11 M DKK	8M by 2021 (annual)
6.3.1 Annual administration cost in percent of total turnover	7.1%	4.8% (6.3% based on average income)	Minimum 7% and maximum 10%
6.3.2 Percentage of annual programme spending going directly to country level including partners (The indicator has been adjusted to correspond with reported data)	78%	75 % based on average income	75%

## Risk management

Oxfam IBIS has identified a range of corporate risks that may influence the successful implementation of our programmes and projects. The risk overview is monitored continuously during implementation and prescribes the corrective actions to be taken in order to mitigate the risks. This will ensure that

priorities are aligned with the current context and expectations. If contextual changes lead to new identified corporate risks, mitigation strategies will, where necessary, be updated accordingly. Oxfam IBIS’ corporate risk overview 2019/20 is outlined in the table below.

Corporate risk overview 2019/20	Potential impact	Likeli- hood	Development Actions Taken in 2019
1. Shrinking space for civil society in partner countries limiting the operations and human rights-based influencing work for Oxfam and its partners.	H	H	Oxfam IBIS' programmes have a strong focus on supporting CSOs and their alliances to enhance open and popular dialogue and champion civil society's participation in political processes. Enhancing constructive dialogue between local authorities, State actors and civil society groups is also used as a method, and civil society is encouraged to form alliances to reduce the risk of being singled out and being subject to repression.
2. Volatility in fragile States might delay or hamper implementation of previously planned use of funds and achievement of progress.	H	H	Realistic planning and improved capacity for risk assessment, systematic monitoring and mitigation through Oxfam's country and regional entities. Agility and preparedness for adjustment of programme approach in volatile/fragile/insecure situations is promoted.
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.
4. The Oxfam model with Oxfam IBIS managing all donor relations in Denmark on behalf of Oxfam increases dependency on Danida funding	M	M	In 2019, dedication to fundraising from non-home donors was in line with account plans and satisfactory results have been achieved but this needs constant attention. Need for diversification should 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 improved significantly in 2019 and was satisfactory (94% of an increased budget). Adjusting programme implementation through the One Oxfam operating model requires adjustments and simplification in order to ensure efficient programme execution and compliance. Oxfam IBIS has continued to focus on grant management and compliance in Oxfam.

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

## Safeguarding

In 2019, a number of reports reviewing safeguarding in Oxfam were published by an Independent Commission and the British Charity Commission. Oxfam took note of the reports and recommendations and continued the implementation of the safeguarding measures agreed in Oxfam through the 10-points action plan

addressing issues pertaining to safeguarding in the organisation. Reporting on 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 and will continue to require resources and attention in order to embed a correct safeguarding culture in the organisation.

# ANNEX 1

## Oxfam IBIS' most significant contribution to the Sustainable Development Goals and targets in 2019

### 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.

4.4 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**