



RESULTS REPORT 2021

JUNE 2022



OXFAM
IBIS

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This Results Report covers the results of Oxfam IBIS, Denmark.

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ABBREVIATIONS

AFAT	African Tax Administration Forum
AU	African Union
BRICE	Building of Resilient Learners, Teachers and Education Systems in South Sudan and Uganda
CDA	Community Development Agreement
CDC	Citizen's Dialogue Framework - Cadre de Dialogue Citoyen (Burkina Faso)
CDC	Community Development Committee (Sierra Leone)
COICA	Coordinating Body of Indigenous Peoples in the Amazon Basin
CRI	Commitment to Reducing Inequality
CSO	Civil society organisation
DAPP	Danish-Arab Partnership Programme
DEVCO	Directorate-General for International Cooperation and Development (European Commission)
DKK	Danish Krone
ECOWAS	Economic Community of West African States
ECPI	Education Community of Practice and Influence
EJID	Economic Justice and Inclusive Democracies
EU	European Union
EUR	Euro
GBV	Gender-based violence
GCT	Group Cash Transfers
GDP	Gross domestic product
GPE	Global Partnership for Education
ICEFI	Instituto Centroamericano de Estudios Fiscales (Central American Institute for Fiscal Studies)
IDP	Internally displaced people
ILO	International Labour Organisation
INEE	International Network for Education in Emergencies
INGO	International non-governmental organisation
KEEP	Kids Educational Engagement Project
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
NGO	Non-governmental organisation
NRA	National Revenue Authority
OCHA	UN Office for the Coordination of Humanitarian Affairs
PRODESSA	El Proyecto de Desarrollo Santiago
RLO	Refugee-led organisation
SDGs	Sustainable Development Goals
SGBV	Sexual and gender-based violence
Sida	Swedish International Development Cooperation Agency
SP	Strategic Partnership with the Danish MFA
TEAC	Transformative Education for Active Citizenship
TEPD	Teacher Education and Professional Development
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical Vocational Education and Training
UN	United Nations
UNESCO	UN Educational, Scientific and Cultural Organisation
UNGP	UN Guiding Principles on Business and Human Rights
UNHCR	UN Refugee Agency
USD	United States Dollar
WASH	Water Sanitation and Hygiene
WPS	Women, Peace and Security
YPE	Youth Participation and Employment programme
YWCA	Young Women's Christian Association

EXECUTIVE SUMMARY

During 2018-2021, Oxfam IBIS implemented the first four years of its overall strategy 'Fighting Inequality (2018-2022)' which aims to fight inequality and poverty and work for just societies, where all people have equal rights, access, and opportunities. Activities were implemented This was done mainly through four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peacebuilding and Humanitarian Response. In 2018-2021, Oxfam IBIS implemented programmes and projects in 25 countries across Africa, Latin America, and the Middle East to achieve these aims. In addition, 2021 marked the fourth and final year of the Strategic Partnership with the Danish Ministry of Foreign Affairs that funded activities in 18 of the 25 countries.

2020-2021 were challenging years because of the outbreak of the Covid-19 pandemic and the impact it had on economies and vulnerable people that Oxfam IBIS is working with. It impacted strategies and plans for implementation of the entire programme, and adaptation of programmes was managed in relation to the Strategic Partnership and to other partnerships such as the Danish Arabic Partnership Programme, and the European Union funded programmes. Despite the challenging context for partners and country offices, the four-year period was overall satisfactory for Oxfam IBIS with significant results and progress being made towards strategic objectives and targets in the Global Results Framework 2018-2021.

The rights-based development of civil society partners is still the basis for capacity development with the aim of strengthening partners as independent agents that can help to bring about the change we jointly aspire to. Within the thematic area Transformative Education for Active Citizenship, Oxfam IBIS achieved notable results through its partners and performed highly satisfactorily on all indicators, and they exceed cumulative targets in the Global Results Framework 2018-2021. Despite the education crisis caused by Covid-19, significant results were achieved in relation to education policies and financing at national and global levels as well as the scaling up of good education practices by national public authorities.

Economic Justice and Inclusive Democracies programmes equally demonstrated important progress in 2018-2021, and despite contextual challenges marked by shrinking civic space and Covid-19, overall achievement of the strategic objective is highly satisfactory. Good results were achieved within areas such as economic and fiscal justice, illicit financial flows, gender justice, extractive industries, human rights, and civic space. Likewise, Oxfam and partners succeeded in influencing local level budgets and plans to include priorities put forward by women and young people.

During 2018-2021, Oxfam IBIS developed two new thematic areas, Inclusive Peacebuilding and Humanitarian Response. For the Inclusive Peacebuilding, Oxfam IBIS' programme made a shift to focus on local level engagement, and the programme supported peacebuilding initiatives both at community and national levels with the participation of women and young people. Good practices are seen in connecting peacebuilding efforts to nexus programming. There were also strong linkages between country level engagements and regional and global advocacy, particularly on the Women, Peace and Security agenda. All targets for the four-year period have been met, and the performance and overall achievement of objectives for the thematic area are assessed as highly satisfactory.

For the Humanitarian Response, Oxfam IBIS developed and consolidated its humanitarian mandate and work. The programme and response capacity were expanded, and Oxfam IBIS delivered quality programming in some of the biggest humanitarian crises and most challenging contexts in the world. Oxfam IBIS expanded from responses in South Sudan and Mali in 2018 to being an actor who four years later also works inside and around Syria and Yemen. All in all, during the four-year period, Oxfam IBIS was able to respond to the needs of a total of 785,402 women, men, young people, and children in 23 countries including through the short-term flexible emergency funds. The performance and overall achievement of objectives is highly satisfactory.

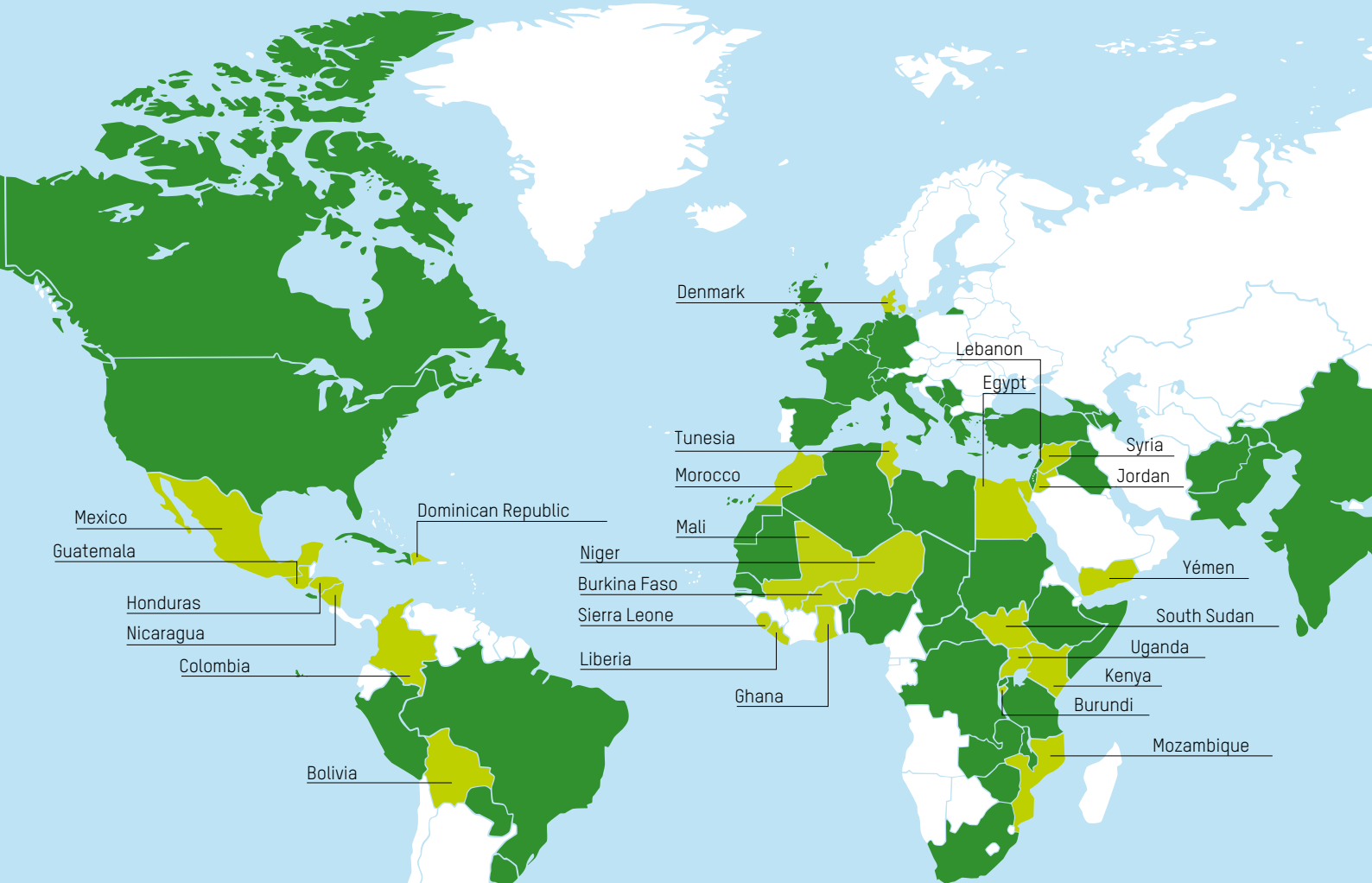
Within innovation, Oxfam IBIS finalised its experimental approach, where three areas were in focus: 1) open project design, 2) multi-purpose reporting in new formats and 3) developing the Oxfam role as convener and catalyst. Lessons were learned from flagship projects on new ways to implement tax dialogues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

The public engagement and advocacy in Denmark performed well in the period 2018-2021. Even though the outreach and face-to-face interactions were challenged by Covid-19, social distancing and lockdowns, Oxfam IBIS' achievement of the strategic objectives is satisfactory. Oxfam IBIS had a strong advocacy impact with 33 recommendations adopted by decision-makers in the four-year period. The tax campaign aiming at preventing Danish municipalities and regions from making contracts with any private company using tax havens succeeded in 19 municipalities and two regions signing the 'tax haven free' charter. Feminist Talks, a campaign aiming at connecting Danish women with women in the Global South engaged a new target group for Oxfam IBIS and the 'Whole World in School' campaign continued to have a high number of participants and 93,000 students participated in 2021.

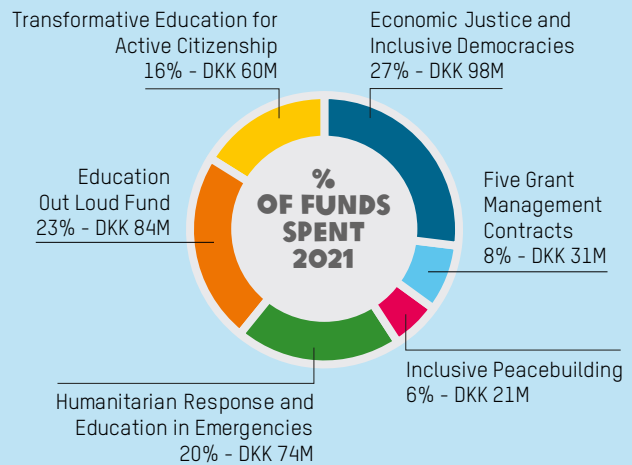
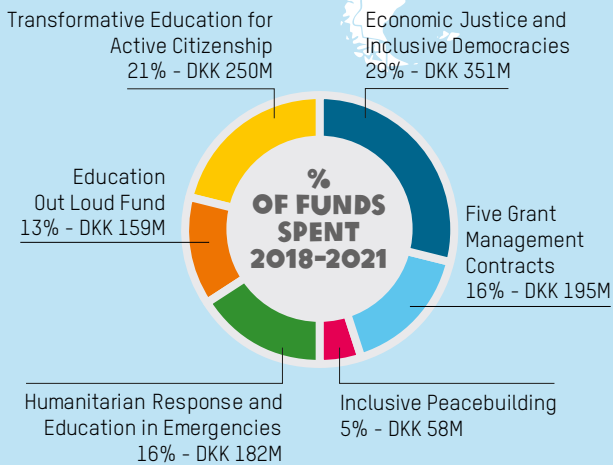
Oxfam IBIS' performance within organisational development in 2018-2021 was overall satisfactory. An important achievement was the integration of transformative education into Oxfam's Strategic Framework in 2020, enabling Oxfam IBIS to continue the important work on developing its education profile. Even though Covid-19 impacted the strategies and plans for implementation of the programme in 2020-2021, Oxfam IBIS was able to honour the prompt responses and flexibility shown by the Danish MFA and other donors and did a rapid re-programming and adaptation of projects and programmes. Furthermore, Oxfam IBIS succeeded in diversifying the funding base and achieved several large grants from the European Union and Sida and was, in 2019, selected as the grant agent for Education out Loud fund of the Global Partnership for Education.

Finally, the plan to increase equity was successfully implemented. By the end of 2021, the equity had increased to DKK 15M. In 2017, the equity was DKK 6M. Furthermore, the percentage of annual programme spending going directly to countries and partner level implementation processes was 81% in 2021, which is considered satisfactory.

WHERE WE FIGHT INEQUALITY 2018-2021



Mexico
 Guatemala
 Honduras
 Nicaragua
 Colombia
 Bolivia
 Dominican Republic
 Niger
 Burkina Faso
 Sierra Leone
 Liberia
 Ghana
 Denmark
 Tunisia
 Morocco
 Mali
 Lebanon
 Egypt
 Syria
 Jordan
 Yémen
 South Sudan
 Uganda
 Kenya
 Burundi
 Mozambique



Countries of engagement of Oxfam International (86)

Countries where Oxfam IBIS is active (26)



2018

121 PARTNERS SUPPORTED
25 COUNTRIES

119,814
PEOPLE WE HAVE WORKED WITH DIRECTLY



53 % 
WOMEN AND GIRLS

25 % 
YOUTH


2019

163 PARTNERS SUPPORTED
26 COUNTRIES

267,014
PEOPLE WE HAVE WORKED WITH DIRECTLY



52 % 
WOMEN AND GIRLS

25 % 
YOUTH

2020

214 PARTNERS SUPPORTED
26 COUNTRIES

695,239
PEOPLE WE HAVE WORKED WITH DIRECTLY



52 % 
WOMEN AND GIRLS

17 % 
YOUTH

2021

167 PARTNERS SUPPORTED
26 COUNTRIES

441,062
PEOPLE WE HAVE WORKED WITH DIRECTLY



55 % 
WOMEN AND GIRLS

19 % 
YOUTH

1. INTRODUCTION

Oxfam IBIS fights inequality and poverty and works for just societies, where all people have equal rights, access, and opportunities. In the period of 2018-2021, Oxfam IBIS implemented programmes and projects in a total of 25 countries across Africa, Latin America, and the Middle East to achieve these aims with sources from various donors. The programmes and projects built a holistic approach to programming that combines best practices from across our four thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peacebuilding and Humanitarian Response. The different sections of this report provide details of our results and the partners and people we engaged with during 2018-2021 across strategic, thematic, and country programme levels.

2020-2021 were challenging years because of the outbreak of the Covid-19 pandemic and the impact it had on economies, the social fabric and vulnerable people that Oxfam IBIS is working with, not least in developing and already fragile contexts. It impacted on the set strategies and plans for implementation of the entire programme. Adaptation of programmes was managed, when Covid-19 was at its highest both in relation to the Strategic Partnership but also to other partnerships such as the Global Partnership for Education's

Education Out Loud fund, the Danish Arabic Partnership Programme, and the European Union funded programmes.

In the education sector for example, the Covid-19 pandemic is the biggest historical disruption ever to education globally. The digital divide within countries and between countries made the inequality in education even more visible during Covid-19. Shrinking space for civil society became visible when authorities used lockdowns to limit civil society's rights to freedom of association and the ability to criticise authorities. Covid-19 had massive consequences, especially for girls. UNESCO estimates that around 11 million girls will never return to school because of early marriage, early or unwanted pregnancies or families' need of labour.

The Results Report 2021 covers the entire Oxfam IBIS' portfolio in 2018-2021 across 25 countries in Africa, Latin America, and the Middle East and in Denmark. The report documents four years of the Oxfam IBIS Strategy 2018-2022 as well as all four years of the Strategic Partnership with the Danish MFA, which came to an end by December 2021. In addition to this, results from the implementation of a range of grants from various institutional donors are accounted for in the report, such as the European Union, the Danish Ministry of Foreign

RATING	GUIDELINE
Highly Satisfactory	There were minor shortcomings in expected progress toward overall (strategic) objective
Satisfactory	There were moderate shortcomings in expected progress toward overall (strategic) objective
Unsatisfactory	There were significant shortcomings in expected progress toward overall (strategic) objective
Highly Unsatisfactory	There were severe 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.

Affairs, and Sida and funding from private foundations such as Hempel Foundation and Novo Nordisk Foundation.

Even though the Results Report presents results for the whole Strategic Partnership period, it is made clear in the report which results are achieved in 2021, partly in the narrative and partly in the tables presenting annual results according to key indicators from the Global Results Framework. The change stories presented in each thematic area sections are all from 2021.

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

MEASURING AND DOCUMENTING RESULTS

The Results Report is based on an established annual reporting process from all projects and programmes in countries and in Denmark. The process ensures that all results have undergone quality assurance across relevant staff at Oxfam country offices and at Oxfam IBIS to facilitate consensus on the results achieved and ensure that they are an adequate representation of experiences from projects and programmes. Furthermore, the process facilitates learning both at the project level to provide information for future programming and at the organisational level to work out new and more effective approaches. As such it contributes to the overall aim of becoming a learning organisation and becoming better at adapting projects and programmes to the changing contexts in which Oxfam works.

The process is complemented by a set of shared global strategic indicators, enabling a cross-programme view of achievement 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 below.

REVIEWS, EVALUATIONS AND LESSONS LEARNED

Mid-term reviews or evaluations were conducted of all projects and programmes in 2018-2021 (see annex 1 for a list of reviews, evaluations and learning reports in relation to projects and programmes in 2018-2021). Internally, the requirement was that each programme

should implement at least one of the two: a mid-term review or an evaluation. Some programmes conducted both mid-term and end-evaluations, and others implemented a learning event mid-way and a final evaluation at the end of the period. The final decision was made on needs of the individual programme and suggested methodology. Organisation of the reviews depended on access to the country because of limitation put forward by security concerns and Covid-19 restriction on travel and lockdowns of partners' and country offices.

Reviews and evaluations were conducted of individual programmes and in some cases, it made sense to make a shared evaluation of various programmes implemented in the same country if they were closely interlinked such as in the case of Ghana and Sierra Leone. On a few occasions, reviews were realised across programmes and countries with focus on a specific issue or theme as in the case of youth, peacebuilding, and global programmes.

Lessons learned were identified in reviews and evaluations. In 2019, Oxfam IBIS defined a learning agenda accompanied with a list of questions that have been included in reviews and evaluations. Section six is a presentation of the learning agenda and of selected lessons learned related to specific thematic areas. Lessons learned related to implementation in specific countries and regions are presented in section nine, to the use of flexible funds in section seven, to use of MFA funds for co-financing in section eight, and to engagement and campaigns in Denmark in section 11.

SUSTAINABLE DEVELOPMENT GOALS

In 2018-2021, Oxfam IBIS contributed directly to the Sustainable Development Goals (SDGs) 1, 4, 5, 8, 10, 16, 17, as well as to the additional goal 18 on youth (see annex 2 for a full overview of goals and targets that Oxfam IBIS contributed to). We also contributed to the international ambitions to 'Leave No-One Behind' and the 'Agenda for Humanity'. We apply a human rights-based approach in all programme initiatives, and we understand human rights and a rights-based approach as underlying basic principles that cut across all the SDGs. Besides the specific SDGs that our interventions contributed to directly, we contributed to practically all the others as the goals are interconnected.

CONSIDERATIONS ON OECD DAC CRITERIA

As this is the final report accounting for the Strategic Partnership with the Danish MFA, considerations on the effectiveness, efficiency, relevance, sustainability, and coherence, as referred to in the OECD DAC criteria for M&E will be part of the report. In the following, it is presented how the various OECD DAC criteria are accounted for and considered in the report.

CRITERIA	OXFAM IBIS' CONSIDERATIONS
Effectiveness	<p>Considerations related to effectiveness are presented in various sections in the Results Report, especially in an assessment of the extent to which outcomes have contributed to the achievement of the overall objectives as defined in the Summary Results Framework. The assessment and considerations are found partly in the first part of the report with the presentation of the thematic areas: Transformative Education for Active Citizenship, Economic Justice and Inclusive Democracies, Inclusive Peace building and Humanitarian Response. Partly in the fourth part in section 11 Information, Engagement and Advocacy work in Denmark and 12 Organisational Development and Sustainability.</p>
Efficiency	<p>Considerations about efficiency is expressed by Oxfam IBIS as a percentage of annual programme spending going directly to country level including partners. The target in 2018-2021 was to achieve at least 75% and was measured at annual basis and is presented in section 11. Efficiency was also measured in relation to humanitarian funding. For humanitarian funds the efficiency was expressed as a percentage of funding managed by local civil society organisations. In 2021, the annual target was 25%. Results and considerations in this regard are presented in section five about humanitarian response.</p> <p>In terms of delivering of results as a measure of efficiency, Oxfam IBIS, in cooperation with partners, achieved more results than planned from the outset of the Strategic Partnership. The majority, around 68%, of targets in the Global Results Framework was exceeded, and a presentation of these figures is presented in the thematic area sections especially in the first part of the Results Report. In addition, Oxfam IBIS' interventions contributed to more than 400 changes in policies, plans or budgets, which are sustainable results especially if civil society and citizens will be able to hold decision-makers accountable to ensure implementation.</p>
Relevance	<p>Relevance was ensured from the outset by involving partners and country offices in the programme development. Furthermore, during implementation, continuous context analysis with programme teams in the countries were conducted and Oxfam IBIS showed flexibility to adjust to any upcoming changes through continuous adaptive programming. External mid-term reviews and evaluations of the programmes found that in general, Oxfam IBIS' programmes are highly relevant to beneficiaries, and partners' and donor' policies. In the Results Report, relevance is mostly considered when reporting on contribution to Oxfam's programmes and cooperation with stakeholders such as ministries at country level, embassies, UN, the Danish MFA etc. This is found mainly in the thematic area sections (sections two-five) and in section nine about country level results.</p>

CRITERIA	OXFAM IBIS' CONSIDERATIONS
Sustainability	<p>There are several references to sustainability in the Results Report, however, main considerations about sustainability are presented here.</p> <p>A general finding in evaluations of projects and programmes was that the benefits civil society partners received from capacity strengthening and participant from education supported by Oxfam IBIS' programmes will sustain after the interventions end. Some of the partners that received training in fundraising (in Ghana and Sierra Leone) did already secure activity funding to cover short- and medium-term operations. There are, however, others who will have difficulty sustaining themselves financially.</p> <p>In relation to achieved changes in for example national policies and budgets, a good level of sustainability is expected. The same expectation of sustainability is valid for cases where citizen groups achieved inclusive development planning as for example in Burkina Faso, or civil society gained representations in councils or other public fora e.g., at municipal level.</p> <p>In the cases, where models such as education models advocated for by partners and Oxfam, are adopted by authorities as for example education models in Mali, Niger and Ghana, sustainability is very likely. However, it is also highlighted that continued advocacy by civil society is needed to ensure that models will continuously be implemented and that the right resources are in place to ensure quality.</p> <p>It is however clear to Oxfam IBIS that some improvement is needed, and sustainability aspects need to be considered at an early stage of the interventions, and not something which is only assessed when the programme ends. This is something Oxfam IBIS is trying to address among others by engaging partners and country teams in sustainability analysis and prospect already when defining new interventions.</p>
Coherence	<p>During 2018-2021, Oxfam IBIS coordinated and collaborated extensively with other actors to ensure coherence both in Denmark with other NGOs and the Danish MFA and in the Global South with other development actors, NGOs, embassies and representations, UN organisations, and ministries at various levels. Besides, Oxfam IBIS contributed to Oxfam's country programmes and global campaigns throughout the period. For example, cooperation and coordination were urgently needed and effectuated during responses to the Covid-19 epidemic. Oxfam was able to use its convening power to mobilise partners and allies for implementing national responses but also to continue advocacy.</p> <p>In the present Results Report, coherence is accounted for in the thematic area reports (sections two-five) and in section nine about country level results.</p>



2. TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

2021

74,158

PEOPLE WE HAVE WORKED WITH DIRECTLY



36 PARTNERS SUPPORTED

51 %

WOMEN AND GIRLS

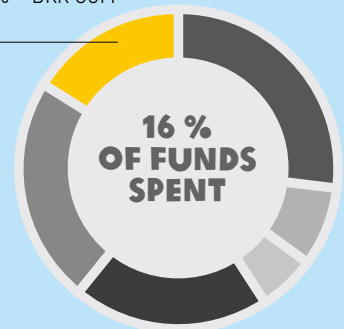


40 %

YOUTH



Transformative Education for Active Citizenship
16% - DKK 60M



In the period of the Strategic Partnership (2018-2021), Oxfam IBIS worked towards the global objective for the thematic area of Transformative Education for Active Citizenship (TEAC): to strengthen CSOs and alliances to claim and exercise the universal right to quality education and lifelong learning opportunities so that poor and marginalised children, youth, and adults become agents for social change, and the set targets. Based on monitoring and programme reviews and evaluations, the overall progress and achievements of the TEAC programmes are rated as highly satisfactory.

The TEAC programmes were implemented in 15 countries jointly with regional programmes in West Africa and Latin America and one global education programme. The underlying Theory of Change (ToC) is still highly relevant. It assumes that when poor and marginalised people, including women and young people, are empowered through quality transformative education, they become active citizens able to exercise their rights and hold those in power accountable. If community-groups, civil society organisations, coalitions and youth and women networks are supported to engage in changing practice and policies, they will hold duty bearers accountable for ensuring justice and progressive development. The ToC understands transformative education as a dynamic force for systemic change, and SDG 4 on education as a prerequisite for reaching all other SDGs as well as the right to education as a means for fulfilling other social, economic, and political rights. The achievements within TEAC are documented by the results accounted for in this section, which have been validated through several mid-term reviews and end-evaluations of the programmes.

Gender Transformative Education. During the past four years, Oxfam IBIS has added significant value to the Oxfam confederation, both through ECPI – the Education Community of Policy and Influence as well as directly to country programmes and partners by developing and disseminating useful approaches, tools, and guidance on Gender Transformative Education and by facilitating discussions, learning and change stories with a gender lens at the level of policy influencing¹.

Strengthened education movement. It has been a priority for Oxfam IBIS and partners to strengthen the education movement, including civil society education coalitions and alliances at national, regional and global levels, by being a facilitator of civil society voice, participation, and influence in the education sector. Oxfam IBIS has been able to add value through strong technical expertise and foundation in education programming and policy, which was recognised among others by the Global Partnership for Education when Oxfam IBIS in 2019 became grant agent of the multi-do-

nor fund for education, Education Out Loud of 72M USD (2019-2024).

Oxfam IBIS' support has led to the strengthening of the global student movement, and in 2020-2021, regional student movements came together to create a new global coordination mechanism and movement – the Global Student Forum – which mirrors Oxfam IBIS own history starting with a membership of the World University Service.

Covid-19. Causing a historical disruption of the education sector worldwide and the lockdowns and school closures that followed, the Covid-19 pandemic affected Oxfam IBIS' programme strategies and implementation in 2020 and 2021. Oxfam succeeded in adapting its work and included alternative education models that enabled the continuity of education activities through digital methods, radio, and teachers biking to remote areas. It also provided psychosocial support to both teachers and learners, especially girls.

RESULTS ACHIEVED

Despite the education crisis caused by Covid-19, Oxfam IBIS and its partners achieved significant results in relation to the global indicators in the Global Results Framework and by 2020, targets had already been met. In 2021, despite another year hit hard by lockdowns in programme countries, the level of results including contributions to long-term changes and influence increased. As shown in table 1, all key performance indicators exceed the cumulative targets for 2018-2021. Whilst acknowledging the good results, however, it calls for a more ambitious target-setting in the future.

In 2021, Oxfam IBIS' education interventions included **36 partners** (COSs, networks and alliances). The partners with Partnership Development Plans in place, all reported a positive improvement in **organisational, thematic and advocacy capacity. 19 civil society partners worked through strategic alliances or platforms** amplifying their voices in advocacy processes.

Education programmes involved **74,158 people** in 2021, of which 10,000 were learners in the testing of education models. Over the whole period 2018-2021 more than 336,000 people were reached within TEAC.

Advocacy work by civil society partners and Oxfam to influence education agendas had a high priority in the period. The efforts led to a total of 74 cases (21 in 2021) of **change in education policies**, exceeding the target of 40 for the four years by 247%. Advocacy efforts from partners and Oxfam IBIS were geared towards challenging the increasing tendency to privatisation of education at national as well as at global level of the

¹ Examples of tools to support programming and policy work facilitated by Oxfam IBIS: Gender Transformative Education Guidance Note, ECPI Change Pathways on Gender Justice and Mainstreaming Gender in Fragile and Crises-Affected Environments.

expense of undermining public education systems. For example, significant results were achieved through the global Even It Up campaign by the Oxfam Confederation. In 2020, the International Finance Corporation, the World Bank's private sector lending arm, decided to freeze its investment in for-profit education. In 2019, Oxfam IBIS, along with partners and an alliance of teacher and student unions and other CSOs, managed to stop public financing of private schools of low quality increasing the commercialisation of education and deepening inequality in access to education. The advocacy contributed to the Global partnership for Education approving a strategy which made it clear that its funding could not support for-profit provision of core education services. An important tool in the advocacy process was Oxfam's report, *The power of Education to Fight Inequality*, as it was important evidence in the campaign both at global and national levels.

At national level, several results were achieved. In Mozambique (in 2018) and Sierra Leone (in 2019), pressure from the partners Movimento de Educação Para Todos and Education for All Coalition led to the repealing of national laws that prohibited pregnant girls from going to school. Moreover, the Complementary Basic Education (CBE) model in Ghana, which was developed and advocated for by Oxfam IBIS and adopted as national policy in 2018, is still a subject for advocacy by the CBE alliance along with Oxfam IBIS. In 2020, this effort led to a CBE strategy being included in the national education sector plan and budget, which is a prerequisite for adherence to the policy in practice. The CBE policy is especially important to ensure girls' access to education in marginalised and poor communities.

Oxfam IBIS and its partners **developed, adapted or tested 39 (six in 2021) new quality education approaches and models** in 2018-2021, which exceeds the

TABLE 1: TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2018-2021	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
1.1.1. Number of civil society partners that have established and/or worked through strategic alliances/ platforms	13	19	22	19	72	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	26	37	84	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	32	21	74	30	SP BRICE EU Hempel
1.3.1. Number of quality education approaches and models developed/ adapted and/or tested	4	13	16	6	39	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	5	4	16	5	SP BRICE EU Hempel
1.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity (annual)	100%	95%	94%	100%	n/a	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	55,723	138,857	74,158	336,349	80,000	SP BRICE EU Hempel

target of 10 significantly and documentation shows that this includes approaches and models ranging from a full education or training model to integration of new education methods in a curriculum. The models are used in advocacy with the aim of improving public education in the partner countries.

A total of **16 (four in 2021) models or good practices were scaled up and institutionalised by national education authorities**. This is three times more than expected when planning took place at the start of the programmes. The scaling up by authorities is a result of advocacy by Oxfam and partners and comprises models or practices developed by Oxfam IBIS and/or partners earlier in the programme period. A couple of them are the result of development and adjustments over eight to ten years (see change story below about Girls Model Junior High School in Ghana). Besides being qualitative education models with a gender justice focus, several of them ensure that out-of-school children and young people are given a second chance. These programmes are particularly important for girls, who are more likely not to start an education at the right age or to drop out before completion.

In Guatemala, a Bilingual Intercultural Education model was approved and scaled up by the education authorities in 2021. The model strengthens indigenous peoples' right to bilingual and intercultural education taking a point of departure in their context and languages – an approach that is particularly important to ensuring relevant transformative education for girls in indigenous communities and ownership of the parents and communities. The bilingual model was developed and tested by Oxfam IBIS' partner El Proyecto de Desarrollo Santiago (PRODESSA) and the Ministry of Education will scale up the model to 23,000 Maya-Achi school children. Another example is from Niger, where Oxfam and partners supported the education authorities directly in strengthening quality and gender transformative education in 40 primary schools in eight rural municipalities in Tahoua and Maradi regions. A major result is an increased gender parity in primary level enrolment from 0.75 in 2018 to 0.92 in 2022 (ratio of girls to boys in primary schools). In addition, there was an increase in the school enrolment of both boys and girls, an increase in primary students' attendance in schools and a decrease in the drop-out rate in schools for both boys and girls.

CHANGE STORIES

EMPOWERING TEACHERS IN FRAGILE AND CRISIS-AFFECTED ENVIRONMENTS – UGANDA AND SOUTH SUDAN

In emergency education situations, certified and uncertified teachers are typically unprepared to enter the classroom and address the needs of children

affected by crisis. The need for learning new skills and increasing knowledge is compounded by the fact that teachers have also been affected by the crisis and are in some cases targets of abuse. The Teacher Education and Professional Development (TEPD) package was developed in the BRICE programme to combat these challenges by building basic teaching competencies for new or inexperienced teachers in crisis contexts in Uganda and South Sudan.

The TEPD was inspired by the Interagency Network for Education in Emergencies - INEE's teacher training material. It has been adapted to the crisis-affected environment of Uganda and South Sudan. Implementing partners and local stakeholders, such as District Education Officials, local teacher trainers and teachers all participated. An integrated approach was applied combining the four-module training of 777 teachers with a Teacher Continuous Support model with a strong focus on gender, ensuring peer-to-peer coaching and learning by reflection and learning from own teaching practices.

The end-evaluation of the programme shows that 81% of the teachers use participatory methods as well as gender- and conflict-sensitive approaches to "a great or some extent", which is above target of 65%. Currently, consortium partners are working on influencing education authorities to adopt the approach in both South Sudan and Uganda, thus ensuring system strengthening. It is also an example of Oxfam IBIS testing models of conflict-sensitive/peace education in the triple nexus between humanitarian assistance, peace building and long-term development.

SDG targets 4.1, 4.5, 4.7 and 4.c.

SCHOOL MODEL FOR GIRLS SCALED UP IN GHANA

Oxfam IBIS and our partners have, over a decade, developed and tested the Girls Model Junior High School (GMJHS). By 2021, 62 local district and education authorities in the whole of Northern Ghana as well as other regions of Ghana are implementing their own all-girls' junior high schools following the example of the GMJHS in Northern Ghana.

The education model is led by pedagogical and participatory teaching methods, and it has a curriculum entailing life skills development for and empowerment of the girls. Furthermore, it weights teachers' continuous professional development and the involvement of parents and local authorities in developments and decisions. The basic value of the model is that girls have the same capacity as boys and therefore it breaks with the common perception of girls not being able to perform well in the education system.

Over the course of the initiative, completion and transition rates among girls have risen remarkably - to over 90% in the original Sawla and Kpandai pilot schools. Previously, only a small number of girls from public schools made it to senior high school in these marginalised districts. Many of the initiative's pioneer students are enrolled in polytechnics, colleges, and universities, pursuing their dream careers. GMJHS has significantly increased girls' education - completion, pass and transition rates among girls in deprived areas - and has now impacted more than 5,000 young girls, who can foresee a life with better and more equal opportunities for themselves and their families. These are mainly rural girls, most of whom would have ended up in early marriages, teenage pregnancies, or precarious work. The initiative has been responsive to the range of school- and home-based barriers undermining girls' education.

It was carried out in cooperation with civil society youth-led partners, local government and education authorities and communities, ensuring ownership and involvement throughout. The past four years have been used to document the model, its approach and results and develop tools to support this. All of this has been used to effectively influence decision-makers. In 2021, the GMJHS was recommended to the powerful Ghana Ministry of Finance and is now reflected for the first time in the 2022 Budget Statement and Economic Policy. Oxfam in Ghana and partners will closely monitor its realisation, and the budget will be tracked in the years to come.

SDG targets 4.5, 4.7, 4.c and 5.1.



3. ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

2021

108,913

PEOPLE WE HAVE WORKED WITH DIRECTLY



93 PARTNERS SUPPORTED

56 %

WOMEN AND GIRLS

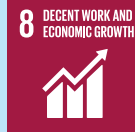
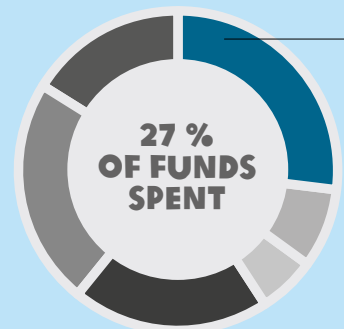


16 %

YOUTH



Economic Justice and Inclusive Democracies
27% - DKK 98M



Oxfam IBIS' overall achievement of the objective for the thematic area Economic Justice and Inclusive Democracies (EJID) is assessed as highly satisfactory in the period of the Strategic Partnership (2018-2021): civil society organisations and alliances – particularly those involving women, young people and indigenous peoples – have gained the power and legitimacy to hold governments to account and to engage with public institutions and the private sector in relation to promoting economic justice and inclusive democracies. Oxfam IBIS' support to and advocacy effort by partner organisations have led to 338 significant policy results within the thematic area. This surpasses the sum of set targets of 328 established in Global Indicator Framework even though lockdowns and restrictions caused by Covid-19 in 2020 and 2021 meant that partner organisations and Oxfam staff had to change strategies and apply digital solutions to mobilise citizens and influence duty bearer and private sector.

At the same time, it is a demonstration of the relevance of the Theory of Change, which assumes that if civil society organisations are strengthened, they will position themselves to claim their rights to fair distribution of economic resources, progressive tax systems and democratic reforms ensuring that women, young people and indigenous peoples are respected and heard. To this can be added a key element in the ToC, which underlines the medium and long-term sustainability of our programme approach, namely the successful creation of numerous civil society advocacy alliances and platforms in both Africa, Latin America, and the Middle East. These alliances and platforms represent a diversity of civil society organisations, including youth, women, and indigenous peoples' movements, research institutions, CSO's, NGO's, think tanks, journalists and media, and often include organisations from both local, national, regional and international levels.

Another important strategic improvement in our programme work within EJID from 2018 – 2021, is the conscious use of Oxfam's high-end international research and media campaigns to leverage and strengthen our partner organisations' dialogue with and advocacy towards duty bearers in the Global South to achieve specific results within complex areas such as fiscal justice, illicit financial flows, gender justice, extractive industries, human rights and civic space. This way of strengthening the quality of local programmes through linking them to international resources is a direct and important advantage of being part of the Oxfam Confederation. Fortunately, this strategic linkage between levels increasingly works the other way around, meaning that evidence from local level is used in research, campaigning, and advocacy at the international level.

Human rights and civic space under pressure. During the period 2018-2021, Oxfam IBIS and our partner organisations witnessed a spiralling deterioration of civic space in almost all countries of collaboration, which affects the quality and cost effectiveness of our programme work within the area of EJID. In 2021, Oxfam IBIS was expelled from Nicaragua along with many other INGO's and institutions. Across almost all countries of collaboration, civil society organisations have been suspended for periods or closed by governments, while others experience limitation in their right to freedom of expression, assembly and association (as in Mozambique and Niger), and some human rights defenders and organisations are even facing threats, persecution and arrest and, in worst cases, physical attacks and assassinations (as in Colombia and Guatemala). The tendencies to shrinking civic space also impacted the civil society funds managed by Oxfam IBIS: El Mecanismo in Guatemala, FASOC in Nicaragua (until 2021), AICE in Mozambique (until 2021), and the funds for human rights and security in Burkina Faso (until 2020) and Niger. The Education out Loud fund has not been severely impacted.

To counter the multifaceted risks related to shrinking civic space and violations of human rights, Oxfam IBIS uses a variety of strategies to protect civil society and demand respect for civil and political rights. Oxfam IBIS sustains a continuous dialogue with the Danish MFA, Danish representations, EU, UN, and bilateral donors and institutions to mitigate risks and demand protection for democracy and human rights. At country level, Oxfam systematically reviews risks on a continuous basis and supports partners with risk mitigation plans and capacity development, and work with national and international alliances and institutions to expand and democratise civic space.

RESULTS ACHIEVED

The table below provides a complete overview of the total number of results achieved from 2018-2021 measured against the global strategic targets in the Global Results Framework. Table 2 shows that a total of 338 results (indicators 2.1.1, 2.2.1, 2.3.1, 2.4.1 and 2.5.1) have been achieved, which is more than the established target of 228. A declining tendency in the level of results can be observed during 2020-21, most noticeable in 2021 due to the country contexts profoundly affected by shrinking civic space and programme limitations caused by the Covid-19 pandemic.

From 2018 - 2021, Oxfam IBIS supported partner organisations working within the focus area of EJID in 18 countries across Africa, the Middle East, and Latin America. A total of 338 results were achieved through Oxfam IBIS' systematic strengthening of partners' the-

TABLE 2: ECONOMIC JUSTICE AND INCLUSIVE DEMOCRACIES

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2018-2021	TARGETS 2018-2021	FUNDING SOURCE
2.1.1 Number of changes in legislation, policies, policy positions, plans or budgets related to economic and fiscal justice, and financing for development at local, regional, national and/or global level influenced by Oxfam IBIS and/or partners.	17	36	38	19	110	80	SP, Sida, LUX
2.2.1 Number of positive changes in legislation, policies, policy positions, plans or budgets for democratic reforms and protection of human rights at local, national, regional and/or global level influenced by Oxfam and/or partners.	18	37	22	20	97	110	SP, Sida, LUX, EU
2.3.1 Number of cases where Oxfam IBIS and/or partners' influencing has led to improvements in private sector and other investors' responsible and sustainable investments or business conduct at local, national, regional and/or global.	3	8	8	4	23	18	SP, Sida
2.4.1 Number of changes in legislation, policies, strategies, plans and public administration related to create gender justice, including the reduction of gender-based violence at local, national, regional and/or global level influenced by Oxfam IBIS and/or partners.	16	25	20	9	70	80	SP, EU, Dutch MFA
2.5.1 Number of public and private institutions' initiatives aimed at improving youth' human rights and living conditions, including employment, influenced by youth organisations, supported by Oxfam IBIS.	9	17	8	4	38	40	SP, DAPP/YPE, Sida, Dutch MFA
2.6.1 Number of civil society platforms, coalitions or networks supported by Oxfam IBIS that successfully advocate for improved economic justice and inclusive democracies. Results here are included in indicators above	18	46	28	4	96	80	SP, DAPP/YPE, Sida, Dutch MFA
2.7.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity	100%	72%	72%	65%	n/a	85%	All funding sources
2.8.1 Number of people worked with who are engaged in the projects/programmes and/or directly benefit from a product or service.	30,399	43,763	107,098	108,913	290,173	200,000	All funding sources

matic, organisational and advocacy competencies. Most results were achieved within the subareas of economic and fiscal justice, democratic reforms and human rights, and gender justice (indicators 2.1.1, 2.2.1, and 2.4.1). The result of 97 in indicator 2.6.1 shows that around one third of all the results were achieved through the work of alliances and platforms, which has been highly prioritised over many years and where Oxfam IBIS and partners have developed solid professional expertise through partnerships. Even though targets have been met by 128% for youth human rights and living conditions and 95% for private sector engagement, the level of results for the two areas are lower as they represent more recent strategic priorities within Oxfam IBIS and among partners. The strategic priority of working with young people and youth movements will be stronger in the work from 2022 and onwards.

On **economic and fiscal justice**, 110 results were achieved in 2018–2021 (19 in 2021). During the four-year period, Oxfam IBIS and partners from all countries were very successful in advocating for progressive and gender-sensitive subnational and national taxation, including fair taxation and redistribution of revenues deriving from extractive industries. Based on solid research, these efforts were consciously combined with civil society advocacy for pro-poor and accountable public spending in areas such as education, health, climate initiatives and gender justice. At the regional and international level, Oxfam IBIS, allies and partner organisations have been key actors in advocating for concrete solutions to illicit financial flow, tax heavens and regressive tax systems, and pushing for increased transparency and South representation in international tax negotiations. In addition, Oxfam IBIS played a strong role in advocating for equal access to Covid-19 vaccines for the poorest countries and campaigning for renegotiating or cancelling the alarming levels of debt which are leading to harsh austerity measures and undermining the economy in most African countries. As a recent example, in 2021, civil society and media alliances in Burkina Faso, Niger, Ghana, Mozambique and Guatemala successfully influenced government and more than 40 municipalities in the four countries to adopt innovative Domestic Resource Mobilisation (DRM) approaches, including digitalisation of revenue collection and reinvestment of extractive industry revenues in local development.

Related to **democratic reforms and protection of human rights**, 97 results were achieved (20 in 2021) based on partnerships and programmes from 2018–2021. Oxfam IBIS and allies have been instrumental in supporting youth, women and indigenous peoples' organisations, movements, and human rights defenders at local, national and international levels to protect human

rights and expand and democratise the civic space to facilitate dialogue between governments, the private sector and civil society. In a case from Guatemala in 2021, advocacy and legal support to the Achí indigenous people, whose rights have been violated by the companies behind the construction of the Chixoy hydroelectric plant led to a fair compensation of EUR 20M through the application of the National Reparations Policy.

On the indicator of **engaging private sector for responsible and sustainable investments or business conduct**, 23 results were achieved over the period (four in 2021). At local and national levels, the general picture from all Oxfam IBIS countries of collaboration is that partner organisations and alliances are increasingly successful in advocating for part of revenues from extractive industries to be reinvested in local development. It seems far more challenging and complicated when it comes to influencing private sector investments, tax and human rights compliance. An example from 2021 is that through a multi-year engagement with the B-Team, a private sector initiative for responsible tax, Oxfam IBIS and Eurodad were invited to provide input to British Petroleum's (BP) tax report. As a result of advocacy and specific input provided by Oxfam, BP decided to expand their reporting to also cover activities in genuine tax haven jurisdictions, thereby moving beyond only reporting in EU blacklisted jurisdictions. Oxfam is actively using this example to persuade other international companies to follow the tax reporting practice of BP.

The strategic priorities, **gender justice initiatives** and work on **youth human rights and living conditions**, led to a total of 108 recorded results (13 in 2021). Today, no Oxfam IBIS programme is implemented without a strong and permanent focus on gender justice and without involving women's rights and youth organisations and/or movements. Moreover, awareness and practice of Oxfam's feminist principles (such as equality, dialogue, and mutual respect) are increasingly at the heart of all partnerships and programmes. In 2021, Oxfam IBIS supported the international 16 Days of Activism Campaign against gender-based violence that reached more than 11M people via social media in 60 countries. Simultaneously, pressure from indigenous peoples and Oxfam in Guatemala resulted in EUR 8.6M being allocated as part of the implementation of the National Policy on Indigenous Peoples' Midwives. In the Youth Participation and Employment programme in Middle East and North Africa (MENA), 8,737 jobs were created for young people and 115,000 were empowered and trained in civic, life and technical skills to engage in the labour market and in society in general.

Oxfam IBIS' EJID programmes worked with and supported **162 partner organisations (93 in 2021)** over the four

years and almost **300,000 people (108,913 in 2021) benefited or directly participated** in the EJID programmes either through capacity development, advocacy processes or campaigns. In 2021, 65% 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 lower than the annual target of 85%. The reason for the decrease is the new capacity building plans for 23 partners in the regional EU gender programme, Enough, co-financed by the Danish MFA, which have not yet been assessed.

Concluding, the Strategic Partnership with Oxfam IBIS on EJID led to significant political and social changes at both local, national, and international levels over the past four years, with explicit focus on involving and empowering women, young people, and indigenous peoples. Through the strengthening of competent and broad civil society alliances and through significant additional institutional fundraising based on the collaboration with the Danish MFA, Oxfam IBIS' conclusion is that EJID programmes have had an extraordinarily strong outreach and that the results will be sustainable over time.

CHANGE STORIES

MORE WOMEN INTO POLITICS - NEW ELECTION LAW IN LIBERIA

In Liberia, women occupy just nine of the 103 seats in the Liberian Legislature. The underrepresentation of women is one of Liberia's greatest democratic deficits. Oxfam IBIS and partners have for years advocated for affirmative action on a gender quota instead of, as previously, solely for representation of both men and women. As a result of continuous advocacy and lobbying, a new election law was passed by the parliament in 2021, requiring as stated in paragraph 4.5 a minimum representation of each gender of at least 30% of the candidates.

Oxfam and partners in Liberia have played a key role as convenors and mobilisers in support for a broad coalition of women's right groups and networks, including Oxfam's partners such as Girls for Change, Paramount Young Women Initiative, Foundation for Community Initiatives, and Women NGO Secretariat of Liberia. Oxfam has added value by strengthening the advocacy and thematic competencies of women's groups to argue effectively for the law. Among a range of activities during the process, a communique was launched by partners in early 2020 stating that "We are calling on the National Legislature to act now! Prioritize the passage of the electoral reform propositions and include a mechanism for enforcement." Further, the new election law comes with a paragraph to criminalise the widespread violence against Liberian women involved in politics. Nearly being killed because

of a raid against her and her team, the then-candidate Botoe Kanneh and her team in late 2020 faced gross physical violations. Oxfam's immediate support helped her rehabilitate her political candidacy.

SGD targets 5.1, 5.2, 5.5 and 5.c.

A UNIQUE PARTNERSHIP BETWEEN GOVERNMENT AND CIVIL SOCIETY TO TAX MULTINATIONAL INVESTORS BECOMES A MODEL FOR WEST AFRICA – SIERRA LEONE/WEST AFRICA

A multi-year effort to make sure that the legal framework and capacity exist to tax multinational companies operating in Sierra Leone culminated in 2021, when the legislative framework, regulation and final trainings of the National Revenue Authority were all concluded. At the start of the programme, Sierra Leone had no formal transfer pricing framework to audit multinational companies and there was no unit in the tax administration to conduct such audits, despite several of the largest investors having a presence in tax havens. With the support of the programme and the Oxfam regional platform in West Africa and the regional partner, the African Tax Administration Forum (ATAF), the framework and capacity to audit multinational companies is now in place and the government of Sierra Leone will be able to collect additional new revenue in a progressive way going forward. Importantly, the programme secured space for national civil society in the process and a regular cooperation around transfer pricing and the use of revenue collected has now been set up with the involvement of national partner Budget Advocacy Network. To top off the year, ECOWAS announced that they saw the model of collaboration between civil society, ATAF, revenue authority and ministry demonstrated in Sierra Leone as such a successful model that they will attempt to support its replication across its member states in the region.

SDG targets 1.a, 10.5. and 17.1.



4. INCLUSIVE PEACEBUILDING

2021

34,332

PEOPLE WE HAVE WORKED WITH DIRECTLY



29 PARTNERS SUPPORTED

55 %

WOMEN AND GIRLS

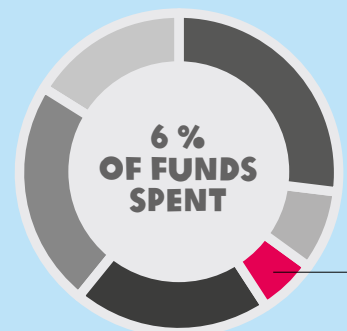


7 %

YOUTH



Inclusive Peacebuilding
6% - DKK 21M



<p>5 GENDER EQUALITY</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>18 YOUTH EMPOWERMENT</p>
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The Inclusive Peacebuilding (IPB) programme was implemented in a total of eight countries between 2018 and 2021: Burkina Faso, Colombia, Ghana, Mali, Niger, South Sudan, Uganda, and Yemen. The overall objective of the programme was to promote sustainable peacebuilding and prevention of violent conflict with a focus on strengthening the participation of women and young people in conflict transformation and peace processes at all levels, with a particular focus on a localised approach and supporting civil society engagement at both national and local level.

In almost all countries included in the programme, an increase in violent conflict was noted throughout the four years, this being particularly the case in the Sahel, South Sudan, and Yemen. At the same time, the enforcement of Covid-19 restrictions and lockdown measures also exacerbated insecurity and violence, particularly for women, with rising levels of SGBV and harassment, as seen, for example, in Colombia and Uganda. In many countries, Covid-19 also resulted in authorities further limiting the civic space and the capacity of activists to address conflict issues and human rights violations, and engagement in local peacebuilding work was observed to be severely restricted. In countries such as Colombia and South Sudan, delays in the implementation of peace agreements were also noted. In early 2020, as the pandemic began to unravel globally, the UN Secretary-General called for a global ceasefire. Oxfam IBIS played a key role in the Oxfam Confederation-wide advocacy efforts to persuade Member States to buy-in to the ceasefire call and to draw particular attention to the need to support inclusive, locally led peacebuilding efforts. This included the publication of the “Conflict in the time of Coronavirus” by Oxfam and the #IMatter campaign, a good example of work across the confederation. Oxfam IBIS also participates in a number of cross-federation working groups, such as the Conflict and Fragility Community of Practice (CoP), the Nexus working group and others.

The IPB programme has during its four years of existence, undergone a mid-term review and a final global evaluation². The latter included a reflection on both the programme effectiveness as well as effectiveness of peacebuilding activities, meaning the contribution of programme activities to peacebuilding outcomes in the specific community, sub-national, or national context. The mid-term review of the Inclusive Peacebuilding portfolio took stock of the progress, results, and lessons emerging from programme implementation at that time. A key part of the programme’s relevance and added value has been the commitment to the localisation agenda, also in supporting the localisation of peacebuilding and thus strengthening the opportunities for women and young people, who are normally excluded from decision-making spaces, to determine their own solutions

and priorities in preventing and resolving conflicts as well as helping to amplify their experiences and priorities in higher level policy discussions.

Furthermore, good practices have emerged in terms of connecting peacebuilding efforts to nexus-type programming, and this was seen in Niger, Uganda, and South Sudan among others. This will be built on in future programming, exploring synergies with other thematic areas across Oxfam IBIS within the humanitarian, development and peace nexus.

In terms of fundraising, Oxfam IBIS expanded peacebuilding and nexus programming in Lebanon and in Mozambique in 2020 with EU funds and was recently granted funding from the PATRIP Foundation for a cross border infrastructure and peacebuilding project in Burkina Faso and Mali. Oxfam IBIS also coordinated the Conflict Sensitivity Community of Practice Hub in West Africa, and in cooperation with Islamic Relief, World Vision, and PeaceNexus facilitated a number of training exercises for INGOs and national civil society actors across the region on themes such as remote conflict analysis, conflict sensitivity, gender sensitivity, and conflict and natural resource management. In Denmark, Oxfam IBIS acts as Chair for the Network for Conflict Prevention and Peacebuilding, a peer-to-peer advocacy and capacity building focused platform which connects counterparts from across NGOs, academia, and relevant ministries, and also coordinates the Danish civil society group on WPS, which, among other things, engaged in dialogue with the Danish MFA and the Ministry of Defence and engaged in the development of the Danish National Action Plan on WPS, finalised and adopted in December 2020, and continued to engage on the National Action Plan and its implementation and learnings.

RESULTS ACHIEVED

The overall progress of Oxfam IBIS’ Inclusive Peacebuilding programme is rated highly satisfactory assessed against the objective in the Global Results Framework. All targets set for the performance indicators in 2018-2021 have been met and table 3 provides an overview.

Positive results are especially seen regarding the support to **local peacebuilding initiatives with the participation of women and young people**, with a total of 68 concrete initiatives (21 in 2021) compared to the set target of 40, which is 70% more than expected. This can be attributed to a reorientation to the original approach accompanying community stakeholders into leading and engaging in peacebuilding efforts over the past years. This approach has been critical as seen during the Covid-19 pandemic, where local strengths and capacities allowed Oxfam to continue to work as planned, without major disruptions.

² Oxfam IBIS Inclusive Peacebuilding, Global Evaluation, 2022

TABLE 3: INCLUSIVE PEACEBUILDING

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2018-2021	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
3.1.1 Number of multi-stakeholder initiatives in peace negotiations supported by Oxfam IBIS and/or partners to include women and youth, including refugees and displaced persons.	2	2	3	7	14	10	SP
3.1.2 Number of peacebuilding initiatives, such as multi-stakeholder dialogues, with participation of women and youth, including refugees/displaced persons.	1	13	33	21	68	40	SP
3.1.3 Number of provisions, recommendations, or actions agreed in high-level negotiations and/or multi-stakeholder dialogues which specifically relate to the role of women and youth in peacebuilding.	1	4	5	6	16	10	SP
3.2.1 Number of changes in international stakeholders' policies, programming and practices related to peacebuilding at global, regional, and national levels in selected fragile and conflict-affected contexts.	2	1	4	1	8	7	SP
3.3.1 Number of women and young peacebuilders' organisations strengthened and enabled to participate in peacebuilding processes.	N/A	10	24	24	58	40	SP
3.4.1 Percentage of partnership development plans improving partners' organisational, thematic and/or advocacy capacity (measured annually).	N/A	91%	100%	100%	n/a	85%	SP
3.5.1 Number of people worked with, who are engaged in the project/programme and/or directly benefit from a product or service.	687	21,846	26,134	34,332	82,999	30,000	SP

As a result of a strategic decision to re-focus the peacebuilding work, four indicator targets were revised in 2020: 3.1.1. was revised from 40, 3.1.2. revised from 25, 3.3.1. revised from 50, and 3.5.1 revised from 700.

The Inclusive peacebuilding programme has also shown progressive results on **provisions, recommendations or actions agreed upon in high-level negotiations or multi-stakeholder dialogues**, with a total reach of 16 (six in 2021) accomplished against a set target of ten. An example here is from Oxfam's Pan African Programme to which Oxfam IBIS' peacebuilding work also contributed, where recommendations made by Women Human Rights Defenders (WHRD) during a webinar in 2020 on the Reprisal of WHRDs to the AU Special Envoy on Women, Peace and Security, ended up being included in the Envoy's remarks to a United Nations Security Council debate on Women,

Peace and Security. Also, in October 2021, the same Pan Africa Programme, #Imatter campaign partners and the Gender is My Agenda Campaign (GIMAC) Network, in collaboration with the AU Office of the Special Envoy on Women, Peace and Security (OSE), co-hosted a virtual post summit meeting themed 'Women Peace Builders and Human Rights Defenders: Acceleration of Action on Reprisals'. The Meeting focused on amplifying protection measures against reprisals against women human rights defenders (WHRDs) and peacebuilders in, among others, South Sudan, Niger, and Mali.

The UN Security Council Resolutions 1325 on Women, Peace and Security and 2250 on Youth, Peace and Security are areas where Oxfam IBIS has emphasised its work and seen positive results. A growing number of both women and youth-led peacebuilding organisations have been supported and enabled to meaningfully participate in peacebuilding processes, focusing at both local, national, and international levels, depending on the specific context. In total, 58 organisations (24 in 2021) benefitted from this work throughout the four years, against a target of 40. The programme also gradually increased the number of people, partners and communities worked with over the four years, which in turn has yielded positive feedback in terms of improvement in, for instance, organisational and advocacy related activities.

To conclude, Oxfam IBIS adds value as a strategic partner on Peacebuilding through its focus on and approach to peacebuilding work as a long-term process, and through its application of a localised approach to achieving sustainable peace in a society. Through evidence-based programming and building on lessons learned over the past four years, Oxfam IBIS is well placed strategically to further build on its peacebuilding approach and concrete work over the past four years, which has shown promising results. This especially includes its work with women and youth. Adding to this, the climate and conflict angle will become even more explicit, and nexus approaches will be further integrated in programming.

CHANGE STORIES

YOUNG PEOPLE ARE AMBASSADORS FOR PEACE – BURKINA FASO

The Ambassadors for Peace initiative are one of several approaches implemented by the Consolidation of an Inclusive Peace in the Sahel project in Burkina Faso. The initiative consisted of empowering young men and women to undertake peace promotion activities. Two groups of ambassadors were identified and accompanied by the implementing partners. The approach was implemented in the Centre, Centre-North and Central Plateau regions by Réseau des Femmes de Foi pour la Paix au Burkina Faso. The objective of the intervention was to promote sustainable peacebuilding and the prevention of violent conflict through the participation of women and young people in conflict transformation. The aim is to give women and young people the opportunity to become systematically involved in peacebuilding through initiatives led by themselves with the support of the project. Studies show, that including women and young people in peacebuilding activities, significantly enhances the achievement of long-term change and positive results in terms of both reducing conflict and building peace, which is why Oxfam IBIS prioritises approaches such as this one, especially in the Sahel which is a priority region for Oxfam IBIS' peacebuilding work.

In Ziniaré in the Central Plateau region, a young female taking part in the training provided by an ambassador for peace said: *"It is my whole life that is changed in a way and not just a small story, because with this training, for example on social networks, there were unhealthy messages, and I could even share them often. But with this training, I am more aware of the impact that this could have on peace, on the security context of the country. And even in my life like this, in my daily life, I have learned to analyse and control my words towards others."*

SDG targets 16.1 and 18.

PROMOTING GENDER EQUALITY IN PEACE PROCESS – SOUTH SUDAN

This case study focuses on the empowerment of women through mentorship, exchange and learning as a component of the programme implemented by the partner, the Young Women's Christian Association (YWCA) in Juba city. The intervention aimed to enhance the capacity and confidence of women and girls to gain skills and competence in peacebuilding and transformation processes in Juba. Building sustainable peace and focusing on gender equality is a priority for Oxfam IBIS in South Sudan, and support is provided for women in engaging directly and actively in peacebuilding, and for South Sudan's case also in the national peace process itself.

"In the past, men used to attend such events [such as community gatherings (ed.)] alone. I now moderate meetings because of the skills, confidence and exposure that I acquired from this programme".

The Transitional Constitution of South Sudan 2011 (as amended) recognises "the customs and traditions of the people" as the sources of legislation. However, in this deeply rooted patriarchal society, some negative customs have reinforced practices that perpetuate gender inequality including violent masculinities and traditional practices (often these practices both marginalise and exclude women). Gender disparity affects many aspects of women's lives in South Sudan, including education, health, and risk of violence. Therefore, increasing awareness of women's rights and providing opportunities for women's empowerment and participation in political issues in South Sudan are all key steps toward improving the overall quality of life of women in the country.

"This programme YWCA implemented through the community leaders has helped us a lot with regards to safety and security. We now know our roles as women to participate and contribute to change in our society. Now if any social or political activity is taking place in our areas, women are there."

SDG targets 5.1, 5.2 and 16.1.



5. HUMANITARIAN RESPONSE

2021

223,659

PEOPLE WE HAVE WORKED WITH DIRECTLY



24 PARTNERS SUPPORTED

56 %

WOMEN AND GIRLS

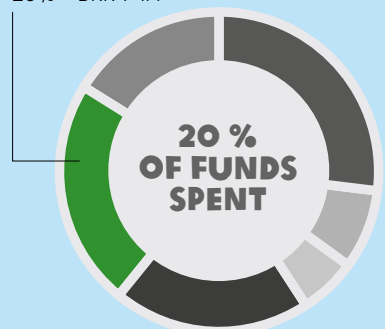


15 %

YOUTH



Humanitarian Response and Education in Emergencies
20% - DKK 74M



Oxfam IBIS' programme on Humanitarian Response 2018–2021 aimed to save and protect lives, reduce suffering, and promote the rights of the most vulnerable, marginalised people affected by crisis. Oxfam IBIS responded to crisis-affected populations' acute and medium-term needs and supported their rights to assistance, services and dignified lives in situations characterised by multiple crises such as conflict and displacements, Covid-19, and climate change related disasters.

In the period 2018–2021, Oxfam IBIS developed and consolidated its humanitarian mandate and work. The programme and response capacity were expanded, and Oxfam IBIS delivered high-quality programming in some of the biggest humanitarian crises and most challenging contexts in the world. Oxfam IBIS expanded from responses in South Sudan, Mali, and a small flexible fund in 2018 to being an actor who four years later also works inside and around Syria and Yemen, which are recognised as being among the most conflictual contexts in the present world. Furthermore, Oxfam IBIS broadened our response in the South Sudan and Central Sahel crises to include Uganda and Burkina Faso respectively. During the four-year period, Oxfam IBIS has been able to respond to a total of 785,402 women, men, young people, and children in 23 countries including the use of short-term flexible emergency funds.

Funding from the Strategic Partnership made this work possible. In addition, our work during the period was supported through successful fundraising and additional funding from the Danish Ministry of Foreign Affairs and other donors such as the Regional Development and Protection Programme for the Middle East (RDPP II), Sida, and the Novo Nordisk Foundation.

Throughout the period, our focus has been on quality programming and accountability. The successful delivery of programmes and good results is consequential to the concerted efforts to build strong working relations with priority country offices, Oxfam Global Humanitarian Team, and other Oxfam colleagues. Improved relations across offices have increased collaborative efforts and Oxfam IBIS' contribution to priority areas of local humanitarian leadership and partnership.

However, the four years have also been negatively affected by the primary and secondary consequences of Covid-19. The pandemic significantly worsened the existing complexity of operational environments, requiring repeated revisions of response plans, operational modalities, and assessments. Humanitarian needs during these years have only increased. None of the protracted crises where Oxfam IBIS works saw major progress to durable solutions, including inclusive peace. On the contrary, the most vulnerable communities and people in crises were further impoverished, seeing increased vulnerability levels and dependence on aid, as well as a continued non-condu-

cive environment for rights and shared responsibility for displaced populations. Rising needs were not met with increased aid and the relevant UN appeals were underfunded. Furthermore, some countries which were considered relatively stable in 2018 such as Burkina Faso and Lebanon, went through multiple crises, spiralling into extreme levels of poverty, increased security, and governance challenges.

From a programmatic perspective the sector focus was revised, increasingly working on food security, livelihoods, WASH and protection in new projects. Our revised programmatic focus has strengthened our impact, aligning to a higher degree with Oxfam's priority sectors and expertise at local, national, and global level, including influencing work. On Education in Emergency, Oxfam IBIS continued at reduced level with accelerated learning programmes, numeracy and literacy, and youth skills development. In future, Oxfam IBIS will take an integrated approach to education and learning when relevant.

The focus on partnership, local leadership and nexus were reflected throughout the period. With partnership and local leadership, Oxfam IBIS put our localisation commitments into action in projects and other engagements, leading to increased work through partners and new partnerships. Oxfam IBIS insisted on a stronger inclusivity focus in the localisation agenda, encouraging work which embraced refugee-led organisations and community-based groups etc. We saw positive results with refugee-led organisations and community-based groups e.g., women's groups or Parent Teacher groups taking lead in addressing community needs.

Oxfam IBIS contributed to various Oxfam policy briefs in the period as for example the Gambella report: *More Local is Possible* (Ethiopia)³, and the paper *The Power of Refugee-Led Responses* (Uganda). These supported meaningful participation of local actors in decision making spaces such as the Grand Bargain's work on cash, Global Refugee Forum and follow up, Africa Union, and in local and national coordination spaces. In addition, the capacities and voices of local actors were supported by civil society networks like the Restoration of Arid and Semi-arid lands (ASAL) humanitarian network in Kenya and My Work My Rights network in Lebanon and the Charter4Change. Furthermore, Oxfam IBIS contributed to the development of Oxfam's nexus approaches based strongly on own peacebuilding work. These are now reflected in Oxfam policy papers and used widely in relevant country office decision-making spaces. In Denmark, Oxfam IBIS actively contributed to knowledge building through initiatives as for example Localisation in Practice with Save the Children Denmark and ActionAid Denmark and the Global Focus' nexus group and in dialogue and collaboration with the Danish MFA. The humanitarian response programme had a particular focus on vulnerable, crisis-affected women, reflected in the number of women reached through programming. Oxfam

³ More Local is Possible, www.Oxfam.org [accessed 06.06.2022].

TABLE 4: HUMANITARIAN RESPONSE

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2018-2021	TARGETS 2018-2021 (CUMULATIVE)	FUNDING SOURCE
4.1.1 Number of children, youth, and adults (m/f) – who have completed a course/education module of quality	2,149	2,875	5,892	7,022	17,938	10,000	SP, Danish MFA
4.1.2 Number of learners (children, youth, and teachers) with access to increased safe & secure environment	10,748	18,874	19,161	22,031	70,814	75,000	SP, Danish MFA
4.2.1 Number of people (m/f) who have received quality humanitarian assistance such as water, protection, and food security	8,220	123,933	369,891	194,606	696,650	250,000	SP, Danish MFA, Novo Nordisk
4.3.1 Percentage of Oxfam IBIS' humanitarian funding managed by local civil society organisations (measured annually)	16%	21%	23%	28%*	n/a	25% by 2021	SP, Danish MFA, Novo Nordisk
4.4.1 Number of actions influencing key policy developments and adherence to international commitments in particular on education in emergencies, nexus, and localisation	1	2	6	6	15	25	SP, Danish MFA
4.5.1 Percentage of partners showing improved organisational, thematic and/or advocacy capacity (measured annually)	100%	86%	100%	100%	n/a	75%	All Oxfam IBIS' funding

As a result of a strategic decision to broaden the focus of humanitarian work, three indicator targets were revised in 2020: 4.1.1. was revised from 100,000, 4.2.1. revised from 135,000, 4.3.1. revised from 80,000.

*Measured as partners' share of Global South's expenses

IBIS worked with gender and gendered needs across all interventions. In Lebanon and Syria menstrual hygiene management was a new strong component, providing a needed focus to an overlooked area and producing knowledge about practices and perceptions. Cash grants, financial education and non-agricultural livelihoods were strengthened, focusing on women and youth's food security and livelihoods. A longer-term perspective is needed on how to change social norms and practices as well as increasing the work with men and boys.

During the last years **new solutions** have been sought in our programme implementation and in specific interventions, including crypto-currency in Venezuela and enhancing methods of local leadership and partnerships with CBOs such as refugee-led organisations. Examples of these methods include cash programming with local partners and group cash transfers (see change story below).

RESULTS ACHIEVED

The overall progress of Oxfam IBIS' Humanitarian Response programme is rated as highly satisfactory partly when measured against the objectives of the thematic area and achievement of the global strategic targets of 2018-2021. Partly because the achievement of the development of its profile and portfolio to become a recognised actor in the humanitarian sector in four years. Most of global strategic targets were met and table 4 provides an overview.

Oxfam IBIS **reached a total of 785,402 (223,659 in 2021) people** for the whole four-year period, which is a performance of 234% of the expected end-target. A total of 696,650 women, men, girls, and boys received quality humanitarian assistance for WASH, protection, and food security (194,606 in 2021). These needs were met through cash programming, sanitation rehabilitation, and community and SGBV protection. This is a significant increase, which is due to the strategic decision to broaden the focus of our humanitarian work, Covid-19 urgent needs, and access to new funding sources. 17,938 (7,022 in 2021) benefitted from Education in Emergencies and completed a quality education module or course in Mali, South Sudan, Uganda, and Jordan, through accelerated learning programmes with innovation and life skills training among others, and a total of 70,814 (22,031 in 2021) mainly children, youth and teachers were ensured a safe and secure educative environment in Mali, South Sudan, Yemen, and Syria, through youth and teacher skills development and WASH programming.

In 2021, Oxfam IBIS **worked with 24 partners** in the humanitarian programme, with 100% of them being assessed as having improved capacity. The programme mainly worked with long-term partnerships although seven of these were partners in short-term emergency interventions in for example Mozambique, Yemen and Kenya funded by MFA's flexible funds. The past three years, Oxfam IBIS has worked on a more inclusive localisation agenda and diversified

our partner portfolio with increased number of refugee-led organisations such as women rights organisations and community-based groups.

28% of total funding was transferred to partners in 2021, an improvement from 2020 (23%) and above the target of 25% for the four-year period. The increased transfer of funds to partners links directly to Oxfam's goal about fostering local ownership and leadership of programming through effective local collaboration.

A total of **15 results were achieved related to influencing key policy development** in 2018-2021. 2021 saw new donors funding to RLOs and acknowledgement of their meaningful participation in Uganda e.g., from UNHCR, World Food Programme, Global Affairs Canada, and War Child (NGO). Oxfam's and RLOs influencing work contributed to this change. Oxfam IBIS contributed significantly together with Oxfam and other like-minded organisations to the Grand Bargain 2.0 in 2021 including most of the recommendations put forward. Oxfam IBIS contributed to influencing work related to the protracted crisis in Syria, Yemen, and Central Sahel, which in 2021 contributed to keeping the crises on the international agenda and e.g., a stronger focus on early recovery in Syria.

However, 15 results only meet 60% the set target of 25 actions of influence. In 2020-2021 the Covid-19 pandemic affected the ability to advocacy for long-term systemic changes and there were setbacks, including inaccurate and reduced humanitarian funding for alle crisis, which is part of the explanation of the low level of results. Furthermore, some results of the Education in Emergency influencing work is reported under Oxfam IBIS' Transformative Education and Active Citizenship thematic area.

Summarising, Oxfam IBIS established itself as a humanitarian actor in the Oxfam confederation and in Denmark where it contributed actively with strategic input, information, and dialogue. The focus has been local leadership and nexus, contributing to advocacy related to the protracted crises. Oxfam IBIS led on and supported influencing work in its long-term engagements, building on programmatic data in alliance with local and international likeminded organisations at local and national levels. Oxfam IBIS was able to create local to global linkages through strong collaboration and coordination between country offices, other Oxfam colleagues and like-minded organisations on issues like Grand Bargain, Compact on Refugees and evidence-based advocacy on Yemen, Syria crisis or Central Sahel. In the period coordination took place with other development actors such as NGOs, UN, and the Danish Embassy in Beirut.

CHANGE STORY

GROUP CASH TRANSFERS STRENGTHEN LOCAL LEADERSHIP IN BURKINA FASO, LEBANON, AND SOUTH SUDAN

In Burkina Faso, Lebanon, and South Sudan, Group Cash

Transfers (GCTs) were piloted to test new ways of strengthening local leadership of community-based groups and informal groups. GCTs are smaller unrestricted cash transfers to community groups. In the pilot projects, the GCTs were given to ten existing women's community groups in crisis-affected areas who took the lead in defining and meeting their own priority needs.

All the projects reported achievements, which addressed the groups' needs mainly on livelihoods or WASH-related issues e.g., hygiene promotion and agricultural and non-agricultural livelihoods. The diversity of activities also reflected the leadership of the groups. For example, one group chose to open a beauty salon which may not have been a priority of the implementing organisation but was for the women, who also used the space to provide psycho-social support to women. By the design, several of the projects contributed to social cohesion and peacebuilding like providing a space for women from different ethnic groups like in agricultural activities in South Sudan or between internal displaced population and host communities during hygiene promotion and training in Burkina Faso. This suggests that the GCT approach can be supportive of conflict-sensitive programming.

All the women's groups across the three countries reported increased agency. According to the women participants, transferring decision-making to the groups led to not only impactful projects but the women were also impacted at a personal level as they were effective decision-makers, capable of designing and implementing self-help projects. The intervention proved to be a significant confidence-builder as one participant in Lebanon said, "we wanted to prove to the community around us that we, refugee women, make up an essential component of society that can contribute to the economy on top of being sole caregivers". Another woman in Burkina Faso said, "we learned how to manage a project in an emergency situation, something we have not done before".

Furthermore, the women and the groups were strengthened through the regular engagement and focused trainings including on livelihoods, WASH, and financial literacy.

Group cash grants were not new to Oxfam IBIS and have been used in other interventions supported by the Strategic Partnership. However, formalising it through a slightly revised use of the Group Cash Grant guidelines based on systematised learning across different humanitarian contexts gave the organisation new knowledge and tools for advancing the inclusive localisation agenda and positive results at community level. There were also several challenges such as how to use the full flexibility of the GCTs in Oxfam systems and procedures, low level of literacy and the significant time requirements for Oxfam and partners.

SDG target 1.4. and 5.1.

6. SELECTED LESSONS LEARNED

In 2019, Oxfam IBIS identified a learning agenda related to the Strategic Partnership with the Danish MFA. Other programmes in Oxfam IBIS' portfolio implemented in the same countries in the Global South were also covered. The learning agenda was integrated in all four thematic areas of Oxfam IBIS and a list of learning questions accompanied the agenda and were formulated in a participatory process with inputs from external actors. The questions were included in the Terms of Reference of mid-term reviews and evaluation of single projects to the extent it was meaningful for the project team and partners, which resulted in various lessons learned.⁴ Lessons learned have also been identified during monitoring visits and as part of the annual project reports. In this section, a selected collection of these lessons learned from the implementation period 2018-2021 will be presented. Five areas will be highlighted: 1) Support to civil society – with specific focus on youth organisations, 2) Development of leveraging models with potential for up-scaling, 3) Localisation, 4) Working in humanitarian, development and peace nexus, and 5) Gender equality.

SUPPORT TO CIVIL SOCIETY – YOUTH ORGANISATIONS

An active and participating civil society is important for developing democratic societies. Oxfam IBIS supports CSOs, and movements of people based on an assumption that if they are strengthened and supported in their endeavours, they will promote positive change for poor and marginalised people. During the Strategic Partnership lessons learned were drawn from the work with and support to civil society and new types of partners such as more informal youth organisations.

During the last four years, Oxfam IBIS has strengthened its work with young people aged 15-24 in Africa, Latin America, and the Middle East. Through feedback during collaboration and in reviews and evaluation, youth organisations and groups of young people have expressed how Oxfam IBIS best supports their leadership for change, the fulfilment of their rights, and the fight against social, political, and economic inequalities. Oxfam IBIS has amplified the collaboration with youth groups and organisations and organisations working to improve young people's rights and living conditions, and in 2021 they constituted around 20% of the partner

portfolio, including the Youth Participation and Employment programme, which is part of the Danish Arab Partnership Programme of the Danish MFA.

Programmes focusing on young people, education and job creation in the West African and MENA regions (for example country and regional projects in Mali and West Africa and regional programme on Youth Participation and Employment in MENA) have demonstrated that when strengthening youth organisations and building young people's technical and civic skills, young people are empowered not only to find and create jobs but also to claim their rights and fight discrimination and exploitation. They are also able to claim space in communities as active citizens and to fight for economic opportunities as well as to hold policymakers accountable on issues central to young people.

One lesson learned from the collaboration with youth organisations and groups is that it is not enough with one-off capacity building. It takes enduring support to the organisation and representation of the young people to achieve significant influence in decision-making processes. One example is the support to young people's empowerment organisation and advocacy e.g., in West Sahel and Ghana, which after four years succeeded in influencing quality education, especially technical and vocational education and training. Another example is Oxfam IBIS' partnership in Mali with the Youth Association for Active Citizenship and Democracy since 2018 to support young people's involvement in lasting conflict prevention and resolution with local authorities, which requires similar long-term support to leadership and recognition and to consolidate results. The need of persistent support is not exclusively related to youth organisations and groups. Oxfam IBIS holds similar experience from working with other marginalised groups such as indigenous peoples and women's organisations and groups entering advocacy work to influence established systems and power structures. However, in the case of the enlarged work with young people collaboration was based on new partnerships with youth organisations and structures as well as facilitation of new collaborations between more conventional civil society organisations and youth organisations and groups in the partner countries.

⁴ 'Lessons learned' can be defined as: 'Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact', OECD (2002), Glossary of Key Terms in Evaluation and Results Based Management.

Programmes focusing on young people, education and job creation in the MENA and West African regions (for example SP project in Mali, regional SP youth project in West Africa and a regional Youth, Participation and Employment programme in MENA) have demonstrated that when strengthening youth organisations and building young people's technical and civic skills, young people are empowered not only to find and create jobs but also to claim their rights and fight discrimination and exploitation. They are also able to claim space in communities as active citizens and to fight for economic opportunities as well as to hold policymakers accountable on issues central to young people.

Finally, Oxfam IBIS has reflected on its role as a development actor in relation to the collaboration with youth organisations. When young people take part in project reviews and evaluations, which are traditionally led by NGOs or consultants, the conclusions and recommendations become more relevant to them, and they learn new skills. This was the findings from a cross country review of Oxfam IBIS' support to youth groups and organisations as part of the SP. Furthermore, working with youth organisations, has made Oxfam IBIS aware of its own as well as other established civil society partners' more traditional and sometimes even rigid management systems and the tendency of speaking on behalf of the young people. This way of collaborating needs to be challenged if the aim is to succeed in advancing young people's leadership for change and fight against inequalities.

In future programming it will be important to support youth organisations as equal partners. It is paramount for increased ownership to include young women and men and their views and concerns in all stages of the programme cycle.

LEVERAGING MODELS

An important element in Oxfam IBIS' overall theory of change is that evidence based leveraging models, which are advocated for by partners and Oxfam and adopted and implemented by actors such as government authorities and private sector, will amplify impact and bring about change for more people. Models with potentials for up-scales are applied in various thematic areas, for example in terms of education models, collaboration and dialogue between private sector, government and communities, and resource mobilisation or distribution models.

Overall lesson learned is that developing models that prove to be concrete solutions to experienced problems have a high probability of being adopted and replicated by authorities and/or private sector, and thus make a much larger impact. A requirement for models to be im-

plemented on a larger scale, is that they are tested, well documented, effective, and backed up by key stakeholders as sustainable. Furthermore, experience from for example Ghana, Sierra Leone and Niger shows that the collaboration with authorities in the model development and testing facilitates the final adaptation. This learning is exemplified in the following presenting the work by Oxfam IBIS and partners with two development models in Ghana and Sierra Leone.

QUALITY EDUCATION MODEL IN GHANA

The Girls' Model Junior High School (GMJHS) in Ghana is an example of a leveraged model, which has been developed by Oxfam IBIS and partners in collaboration with local authorities. In opposition to the traditional education system, the GMJHS is an education model, which is led by gender sensitive and participatory methods, focus on life skills development for students, involve parents and local authorities, and include teachers' continuous professional development. The model has proven effective in promoting higher completion, pass and transition rates among girls in deprived districts and communities in Northern Ghana.⁵

The model has been developed during 2008-2017 and has since then constantly been improved and adapted⁶ and teachers' skills have continuously been updated with the support from Oxfam IBIS. A thorough documentation of the model combined with advocacy by partners, communities, and students, have during the period influenced decisions by authorities at various levels. For example, 11 district assemblies from the Northern Region in Ghana decided to replicate the model in the 2016/17 academic year. Today, 62 local districts in various regions in the country are implementing the GMJHS and it is now reflected in the 2022 national Budget Statement and Economic Policy of Ghana.

The success of the scaling up of the GMJHS, tells that a quality model like this has great potentials to be finally adopted by authorities, if it is thoroughly developed and tested, documents an effective solution to an extensive problem, and has involved local authorities and other important stakeholders in the process. The experience also shows that such a model can continue to serve as evidence in advocacy work for several years.

COMMUNITY DEVELOPMENT AGREEMENT MODEL IN SIERRA LEONE

Another example is from Sierra Leone and is about local agreements about the return and use of mining revenues in development in mining host communities. With the passing of the Mines and Minerals Act in 2009, Sierra Leone created the legislation for communities to benefit from mining through a negotiated agreement called the Community Development Agreement (CDA). The agree-

⁵ Oxfam IBIS piloted and tested the model in the Sawla-Tuna-Kalba (STK) District in the Northern Region of Ghana from 2008 to 2016. This was done in close partnership with CALID (Centre for Active Learning and Integrated Development), the STK district authority and Ghana Education Service (GES), the local level authority. From 2016-2020, the model and its results have been documented. Only 10% of girls complete the conventional junior high school whereas completion rate at the GMJHS is 80% on average. Furthermore, pass rates have been between 90 and 100%, and most of the girls who complete junior high school continue in senior high schools. ⁶ For example, has sexual and reproductive health and rights been included in the curriculum.

ments are to outline development activities that were to be funded by a fixed share (0.01%) of the mining companies annual export revenues. In contrast to the example above from Ghana this is a government led process supported by donors such the German Development Agency (GIZ) and the World Bank.

Oxfam IBIS and civil society partners, Network Movement for Justice and Development (NMJD) and the National Coalition on Extractives (NACE), decided in 2012 to influence and participate in the development process of the CDA model to ensure the participation of the mining affected communities. This decision became a solid and continuous commitment stretching over eight-ten years together with a donor consortium working directly with mining communities, mining companies and not least with the National Mineral Authority in Sierra Leone. Oxfam IBIS and partners contributed with extensive training of both communities and the governmental agency on aspects related to the CDA model and participated in the development of the Community Development Committees (CDCs), which were the entity that should agree on the priority projects in the communities. As a result of influence by Oxfam IBIS and partners the CDCs included the meaningful involvement and participation of women.

The CDA model was up scaled and agreements with five communities have been signed. In 2018, the first payments from companies to the CDC's Community Development Funds began. Since then, the partner NJMD and three local facilitators supported by Oxfam IBIS have monitored the process.

A lesson learned from the process is when different and relevant stakeholders are involved, and work focussed and goal-oriented it is possible to achieve concrete and useful models which can be agreed to be all stakeholders. The CDA process was documented by Oxfam IBIS⁷ as it presents a local beneficiation scheme which is perhaps the first in West Africa. It has the potential to define a whole new governance set-up for project selection at community level, and potentially it is a model for other areas of local governance within Sierra Leone as well as outside the country.

LOCALISATION

During the last four years, Oxfam IBIS has developed its profile and portfolio to become a recognised actor in the humanitarian sector. This was facilitated by the MFA funding for humanitarian response (Lot HUM), which Oxfam IBIS received as part of the SP 2018-2021. Oxfam IBIS has developed from responses in South Sudan and Mali supplied with a small flexible fund in 2018 to four years later being an actor with a much bigger portfolio who also works in highly conflictual context such as Syria and Yemen. Being a part of a larger confederation

and with the capacity and access that follow, Oxfam IBIS has been able to react fast and effectively in terms of volume, technical knowledge, and physical presence in humanitarian contexts, which makes a huge difference.

From the very start, it was a priority to Oxfam IBIS to promote local humanitarian leadership within programming. Partnerships with local civil society organisations, refugee-led organisations, Parents Teacher Associations, and other community-based groups have shown that it is possible to transfer power and resources to local partners, increasing their role in responses and voices in communities and decision-making spaces. This was experienced for Covid-19 responses emphasising the importance of locally embedded actors to respond in a timely manner, when other international and national actors were restricted in movement and access to crisis-affected populations e.g., in Yemen and Syria.

Oxfam IBIS has learned that the international commitment on increased transfers to partners is an important driver for localisation and managed to achieve the target of 25% of humanitarian funding transferred to partners in programmes. However, transfer of funds did not stand alone, and will not in the future. Context matters and contributing to inclusive localisation by including refugee-led organisations and other community-based groups necessitates a range of efforts related to procedures, systems and support capacities. Dedicated staff with both facilitating- and brokering skills, longer-term funding, group cash grants, and different compliance requirements than those presented to traditional NGOs are some of the tools, which have proven effective to promote localisation.

NEXUS APPROACH

With the opportunity to work closely with colleagues in the Oxfam Confederation, Oxfam IBIS has explored how to relate humanitarian intervention with more long-term initiatives such as education, peacebuilding, and the strengthening of civil society in a nexus approach (also called triple-nexus – humanitarian-development-peace). This is relevant especially in protracted humanitarian crisis affected by climate change, conflicts, and political instability, where the intent is to 'leave no-one behind'. The nexus approach is linked to the localisation agenda. An example is the protracted internal displacement and fragile contexts of the MENA region, which requires a more coherent and collective approach to reduce the vulnerabilities of IDPs and host communities and increase their resilience. In this case, a triple nexus programming required a more deliberate joined-up planning and programming with other actors and assistance to the same most vulnerable households in the same geographical areas.

⁷ Oxfam IBIS, 'Sierra Leone's Community Development Agreement Process (2009-2018): A Science-of-delivery Case Study,' authored by Jordon Kuschminder, Independent Social Performance Pte Ltd, (2018).

Even though SP funding in 2018-2021 came with specific requirements about keeping funding and implementation separate in terms geography and support to partners for Lot CIV and Lot HUM, Oxfam IBIS has tried not to work in silos. Mid-term reviews of Oxfam IBIS' programmes (e.g., South Sudan and Global Peacebuilding) find that working with nexus programming requires capacity building of staff and local partners to avoid the conventional work in silos. To respond to this, the Inclusive Peacebuilding portfolio has introduced conflict analysis tools and processes at country level that have supported country staff and partners to deepen their analysis of the local conflict context and dynamics. On this basis local staff and partners were able to adapt activities and responses based on emerging challenges as well as conducting continuous risk analyses and management.

GENDER EQUALITY

The final selected area for lessons learned is related to gender equality. During programme implementation in 2018-2021, Oxfam IBIS applied the Gender Transformative Triangle and its three pathways to gender justice: Women's economic empowerment and independence, Women's voice, influence and leadership, and Freedom from sexual and gender-based violence including sexual and reproductive health and rights.' Application of the dynamic triangle has yielded experience and lessons learned.

To emphasise gender equality in programmes, Oxfam IBIS has tried to work more with feminist or women's rights organisations. This was successful in two stand-alone gender programmes: 'Women, adolescents and girls in Guatemala, Liberia and Burundi live a life free of violence and as active citizens' (2016-2020) funded by the Dutch MFA and 'Enough! Empowering women, girls, boys and men to take positive action in ending sexual and gender-based violence in Ghana, Liberia and Mali (2018-2022), funded by the EU with co-financing from the Danish MFA /SP, where partnerships have been made with 23 partners that are all either women-led organisations or work with gender equality issues. However, in many SP programmes within TEAC and EJID most partners are focusing on including women in their leadership (evaluation in Ghana). Based on this learning, Oxfam IBIS will try to support the establishment of partnerships with more feminist or women-led organisations when selecting partners in future programmes with the aim to strengthen gender equality even further.

Through the stand-alone programmes, Oxfam IBIS has learned how a solid foundation based on a targeted strategy and a solid tool kit can engender significant changes and increase gender justice. Reviews and evaluations during 2018-2021 have demonstrated that

women's access to income has resulted in less violence in e.g., Guatemala, Liberia and Burundi. Furthermore, support to women's political participation and leadership have led to significant outcomes such as increased budgets to women's priorities, laws against violence and rape and an election law requiring at least 30% women in political parties and coalitions because of broad civil society coalitions liaising with female politicians as in Liberia.

There were lessons learned on gender also in Oxfam IBIS' peacebuilding programmes and the support to the roll-out of the Women, Peace and Security agenda in various countries. The final evaluation of the global inclusive peacebuilding programme (2018-2021), encompassing a total of eight countries: Burkina Faso, Colombia, Ghana, Mali, Niger, South Sudan, Uganda, and Yemen documented that when the WPS process was parred with the strengthened the engagement of women, it also had an impact on women's more powerful role and participation in the local context. Furthermore, the evaluation found that building female leadership and strengthening women's personal development, confidence and active participation in community life contributed to peaceful coexistence and reduced conflict in the communities.

Research documentation provides evidence that a change in norms and in people's perception of gender is necessary to achieve gender justice, Therefore, the work with men and boys and masculinities has been incorporated in some of Oxfam IBIS' projects and programmes e.g., in West Africa. Oxfam IBIS has learned that in many countries local communities feel alienated from the outset to working with masculinities. However, experience shows that once the approach has been tested and demonstrated in a community, it is more widely accepted and can more easily be promoted to a wider group. Oxfam IBIS will continue to roll out and refine the work on masculinities in future programme work.

7. USE OF FLEXIBLE FUNDS

Danish MFA's flexible funds contributed to Oxfam IBIS' provision of fast, effective, and efficient humanitarian assistance to those affected by disasters, Covid-19, protracted complex crises, and intensified hostilities and conflict in 2018-2022. Through a total of 34 responses over the four years, Oxfam IBIS' assistance helped 330,000 people in need.

The flexible funds mechanism went from a small budget of DKK 3.9M in 2018 to a total of DKK 11.2M in 2020, where Covid-19 additional funds were added. In total over the four years, Oxfam IBIS has spent DKK 28.2M of the flexible funds. The grants were between DKK 300,000 and DKK 1M, where most grants were approximately DKK 0.5M to countries where Oxfam IBIS was already. 11 initiatives responded to needs caused by natural disasters such as in Somalia and Kenya (2019 and 2021 respectively), where drought-affected populations were assisted with clean water, sanitation facilities and hygiene awareness and cash for food needs. In addition, cyclones, and tropical storms for example in Bangladesh, Mozambique, and Central America, caused huge damage and these countries were supported with assistance of food, water, and hygiene.

14 humanitarian emergency responses were provided in situations of escalation of conflict or protracted crises, and, in many cases, there was an overlap between the two, where the escalation of conflict happened in an area or country of protracted crisis or where the situation over the years turned into a protracted crisis. Internally displaced people were main recipients of support and were assisted with WASH and hygiene kits, cash grants, and support to victims of GBV in for example, Burkina Faso (2019-21), Yemen (2021), Ethiopia (2000 + 2021), and Mozambique (2021). Cash grants were also given for food and livelihoods to people affected by military escalation with widespread bombardments in Gaza.

In 2020, responses related to the Covid-19 pandemic represented a major part of the flexible funds used. In Burkina Faso, Niger, Ethiopia, Kenya, Lebanon, Mozambique, Sierra Leone, Uganda, and Venezuela support was provided to awareness raising activities to prevent and reduce infections risks. In Burkina Faso, Lebanon, and Venezuela hygiene kits were disseminated and in Uganda and Lebanon WASH facilities were installed in refugee settlements. In Kenya and Venezuela, vulnerable households were provided with cash grants. In several countries among others Sierra Leone, Mozambique and Niger, flexible funds provided response in relation to the extensive school closure. A total

of 120,000 people were supported in Covid-19 response activities.

Supporting local civil society organisations' implementation of emergency responses was an imperative for Oxfam IBIS, and a total of 22 of the 34 initiatives supported with flexible funds in 2018-2021 were implemented in collaboration with local organisations. Local actors such as refugee-led organisations and local civil society organisations were explicitly called on to apply and implement the funds. However, in some situations, timeliness, national legislation (India), capacities/modality (e.g., to lead on cash interventions, financial service providers) and also Oxfam's own systems and procedures did not allow for partner engagement. A few interventions were fully locally led responses.

LESSONS LEARNED

The mechanism of Danish MFAs flexible funds is flexible also in practice and allowed for rapid and timely response. Requirements and procedures were regularly reviewed to ensure quick turn-around without losing sight of quality and commitments. However, the requirements of a time-bound audit impede an effective integration of some responses into the general response as the grant is seen and reported separately.

The majority of the flexible funds' grants are not stand-alone grants but are part of the wider response of Oxfam in the given context, which allows for scale and greater efficiency. However, especially during Covid-19 these were also used effectively so as not to lose-out on developmental gains, e.g., in education, as mentioned above. Fortunately, a few of the grants resulted directly in accessing bigger grants from institutional donors allowing for scale up as in Kenya (2020) and Yemen.

Local leadership was further enhanced with a requirement of minimum 30% of total budget to local actors, if possible. Also, as part of the Covid-19 response, a call was made for proposals for refugee-led organisations (RLOs). Despite global commitments to strengthening the role of RLOs and refugees, their participation was limited during Covid-19 although during lock-down they were among the few with access to affected refugee populations. Four refugee-led organisations responded successfully, mainly with Covid-19 awareness-raising and water facilities and the aim of strengthening the role of refugees, as in Turkey and Ethiopia, for example (through Oxfam).

8 USE OF DANISH MFA FUNDS FOR CO-FINANCING

During 2018-2021, Oxfam IBIS spent Danish MFA funds on co-financing a number of projects with funding from other 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 Danish MFA funds are made by Oxfam IBIS Management based on assessment and justification of thematic and geographical alignment with the Strategic Partnership agreement with the Danish MFA.

The possibility of spending MFA funds on co-financing offers valuable opportunities to secure additional funding to enhance the scale of Oxfam IBIS' work in collaboration with the Oxfam confederation and local partners. A lesson learnt from the Strategic Partnership 2018-2021 is that if the MFA funds are managed as

co-financing in a strategic way, it can open doors to new partnerships, replication, and upscaling. This was the case with the project **"BRICE: Building Resilience in Conflict through Education"**, funded by the European Union and co-financed with MFA funds. Building on experience from South Sudan, the project enabled Oxfam IBIS to expand tested models of strengthening education systems in conflict-affected contexts to Uganda, where Oxfam IBIS had not worked before. This has contributed to the inclusion of Uganda as a new engagement country in the Strategic Partnership 2022-2025.

Likewise, the project **"Enough! Empowering women, girls, boys and men to take positive action in ending sexual and gender-based violence in Ghana, Liberia and Mali"**, funded by the European Union and co-financed with MFA funds took lessons learnt and partnerships from an existing project on sexual and gender-based violence in Liberia, Guatemala and

CO-FINANCING WITH DANISH MFA FUNDS 2018-2021

- **Natural resources, conflict resolution and local mediation in extractive and conflict-affected communities in Cabo Delgado, Inhambane and Sofala provinces in Mozambique**, funded by the European Union. Danish MFA co-financing: DKK 0.9M, which is 11% of the total budget.
- **BRICE: 'Building Resilience in Conflict through Education'**, funded by the European Union (Uganda and South Sudan). Danish MFA co-financing: DKK 6.3M, which is 14% of total budget.
- **Enough! Empowering women, girls, boys, and men to take positive action in ending sexual and gender-based violence in Ghana, Liberia and Mali**, funded by the European Union. Danish MFA co-financing: DKK 4.4M, which is 10% of the total budget.
- **Support Mechanism to Indigenous Peoples "Oxlajuj Tz'ikin"**, funded by Sida (Guatemala). Danish MFA co-financing: DKK 4.5M, which is 9.6% of the total budget.
- **Industrias extractivas y derecho humanos en Centro America: promoviendo diálogo e implementación de los UNGP en contextos de alta conflictividad y riesgo para defensoras y pueblos indígenas**, funded by the European Union (Guatemala, Mexico, Honduras). Danish MFA co-financing: DKK 0.52M, which is 5.8% of the total budget.
- **DEVCO programme PAGPS**, Danish MFA co-financing: DKK 0.61M, which is 20% of the total budget.
- **Reinforcing the social role of school councils for access and retention of young girls at primary schools** funded by UNICEF (Mozambique). Danish MFA co-financing: DKK 0.12M, which is 35% of the total budget.

Burundi called “FLOW: Funding Leadership and Ownership Women” and developed them in line with national contexts and needs in the West African countries. This demonstrates how co-financing with MFA funds helped Oxfam IBIS expand tested models and apply its technical expertise in new contexts.

In some cases, new grants contribute to enhancing the scale of core areas of Oxfam IBIS’ work such as the project **“Reinforcing the social role of school councils for access and retention of young girls at primary schools”** in Mozambique, funded by UNICEF with co-financing from the Danish MFA. Here, Oxfam IBIS adds value through technical expertise on girls’ education and sharing of tested approaches. Another example is the project **Support Mechanism to Indigenous Peoples “Oxlajuj Tz’ikin”** in Guatemala funded by Sida with co-financing from the MFA, which draws on Oxfam IBIS’ deep knowledge of the context, the local actors and fund management expertise.

In other cases, new grants can support the strengthening of influence and connect experience from the local and national level to international policy makers and spaces. One such example is the project **“Industrias extractivas y derecho humanos en Centro America: promoviendo diálogo e implementación de los UNGP en contextos de alta conflictividad y riesgo para defensoras y pueblos indígenas”**, implemented in Guatemala, Mexico and Honduras with funding from the European Union and co-financing from the Danish MFA.

Oxfam IBIS added value to the project through linking local and national dialogues on the extractive industry and indigenous people’s rights in the framework of the UN Guiding Principles to processes at the Central American level as well as at the global UNGP event in Geneva. Oxfam IBIS also facilitated coordination with other relevant actors, such as the Danish Institute for Human Rights.

There is an increasing demand from other donors, such as the European Union, to bring in co-financing for grants. Based on lessons learned during 2018-21, Oxfam IBIS has acknowledged that to be able to respond to this demand and in that way continue to amplify results through mobilisation of resources from other donors, it is important to maintain some flexibility in budgets. Without that flexibility and availability of funds for co-financing, there is a risk that opportunities will have to be turned down to the disadvantage of local partners and the sustainability and upscaling of achieved results.

For the Strategic Partnership 2022-2025, Oxfam IBIS will therefore be mindful of maintaining an envelope of unallocated funds to enable the organisation to respond to new opportunities. Criteria will be set up for commitment of funds for co-financing to ensure that the engagement falls reasonably within the overall objectives of the strategic partnership and that Oxfam IBIS can demonstrate an added value beyond the transfer of funds.

9. COUNTRY LEVEL RESULTS



WEST AFRICA

BURKINA FASO

COUNTRY CONTEXT

The aim of Oxfam IBIS' work in Burkina Faso is to reduce inequality through domestic resource mobilisation, quality public education, and promotion of peace-building. In the four years 2018-2021, Burkina Faso was caught in a spiral of violence attributed to various non-state armed groups, mainly Al Qaeda and the Islamic State Group. The attacks have become particularly violent in the north and east of the country. The country had round 50,000 IDPs at the beginning of 2019 and by 2022 this number had grown to over 1.7 million people. OCHA reported that by the end of 2022, more than 2.8 million people would face food insecurity due to the security situation and climate change. 13% of the 3,300 schools in Burkina Faso have been closed due to the violence. The severe climate changes have fuelled conflicts on access to scarce resources in the north. Furthermore, the Covid-19 pandemic has caused economic, social, health, and psychological challenges. Amidst these deep crises, the period was marked by a growing demand from citizens (particularly young people) for rights, participation, and accountability. This complex and volatile context influenced the programme implementation and required flexibility and frequent adjustments of activities.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

In Burkina Faso, in 2018-2020, Oxfam IBIS worked to strengthen civil society's participation in local development, improve quality education, provide humanitarian assistance and promote peacebuilding. Selected main results from the 2018-2021 implementation:

- Active citizenship interventions were rolled out in nine municipalities, supporting women and young people organised in local Citizens Dialogue Frameworks (CDC's). These citizens groups succeeded in influencing municipality policies with demands for transparency and accountability in public budgets to finance quality primary education and sustainable social change. Through community talks and local radio campaigns led by the CDC's, the project succeeded in changing people's perception towards local budgets, paying taxes and contributing to local and national budgets.
- Oxfam IBIS managed a Fund on 'Human Rights and Stability' from 2016-2020 supporting 19 NGOs in strengthening their thematic, organisational and advocacy capacities and promoting human rights.
- From 2018-2021 the Government Decree on school

governance was operationalised in 50 schools, electing a gender balanced school council that participates in decision-making in each school. Oxfam IBIS supported the actors of the education system such as teachers, Association Mothers Educators, Association Parent Student, and School Management Committees, by strengthening their skills on child-centred learning, gender equity and equality, and monitoring. Schools supported by Oxfam IBIS and partners are termed "reference schools" and serve as examples of good practice at local and national level. For the purpose of awareness-raising, a documentary on school governance was produced and broadcast nationwide.

- Following the influx of IDPs in the Centre-Nord region of the country, Oxfam organised an emergency response, targeting IDPs and host communities with WASH, Covid-19 prevention, and protection interventions. Between 2019-2021, Oxfam in Burkina Faso, along with three local partners: ACODEC, CDCs and the Network of Women of Faith for Peace (REFFOP-BF), implemented inclusive peacebuilding and conflict prevention projects, with a particular focus on the active participation of women and young people in high-level peace processes as well as in peacebuilding initiatives at sub-national and community levels.

RISK MANAGEMENT

The climate crises, the rise in conflicts and insurgence in the country, the lockdowns related to the Covid-19 pandemic and social unrest due to deteriorating livelihood conditions (urban and rural) and weak governance are destabilising factors. Oxfam's response was to develop further a strong triple nexus approach that balances emergency, resilience, and development, and enhances localisation.

LESSONS LEARNED

The programme focuses on building inclusive democracy through support to education actors on school governance and through preparing civil society for participation in and influence on local budget and development dialogues is an important approach, contributing to strengthening citizenship and social cohesion in Burkina Faso.

Backed by the mid-term evaluation of the SP programmes, Oxfam IBIS' approach to work thematically and in synergy with local and national level, with activities in 50 primary schools and in nine municipalities up-scaled to evidence-based advocacy at national

level to obtain increased financing for education, gender justice/changing norms and for fair distribution of budgets, has contributed to quality national dialogue with tangible and potential systemic changes. The focus on traditional and community-based mechanism for conflict resolution has contributed to peacebuilding, even in situations with high displacement and where governance is contested.

OXFAM IBIS' STRATEGIC RELEVANCE

Oxfam IBIS has been an important partner for delivering quality programmes and adding value by providing evidence and data for change by disseminating best practice from programmes and research. For example, taking the lead in the CRII⁸ Study for WAF countries and in networks with national and regional partners building their capacity to enable them to monitor, conduct research on and advocate for economic and gender justice and for inequality reduction.

The total amount spent by Oxfam on programmes in 2018-2021: DKK 114.8M.

MALI

COUNTRY CONTEXT

In Gao, Kolikoro and Ségou regions Oxfam IBIS contributes to inclusive and equitable quality education for children, young people and displaced learners, to women's and young people's mobilisation, leadership and participation in peacebuilding processes, and to mobilising women, men, boys, and girls to end SGBV. A complex crisis is affecting Mali, driven by conflict and insecurity, triggering population displacements, socio-political instability, climate shocks and epidemics, and food and nutrition insecurity⁹. Violence has increased since 2018, causing severe violations of international humanitarian law. Two coups d'état (August 2020 and May 2021) and the junta's tensions with the international community have added to the instability. The Covid-19 pandemic has, since 2020, further exacerbated the economic and education crises in Mali, and it has further increased the burden on Mali's fragile health system, particularly in rural areas¹⁰. Multiple teachers' strikes coupled with the corona virus pandemic have been challenging for the education sector to deliver quality education.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

In 2018-2021, Oxfam IBIS worked to improve access to quality education in conflict areas, to strengthen active citizenship and peacebuilding processes. Selected main results from 2018-2021 implementation:

- The quality of education and protection improved in the 20 public schools supported by Oxfam IBIS in conflict-affected areas in the municipalities of Taboye and Bouremi in Gao region. This was possible because of catch-up modules for teachers and students after school closures. Furthermore, the programme created mother associations and strengthened the School Management Committees related to the schools, which also participated in the rehabilitation of latrines, distribution of school material and Covid-19 prevention hygiene kits. In addition, eight "bridge-centres" offered accelerated learning courses succeeded in the reintegration of 160 out-of-school children/young people into the school system in the region.
- The Oxfam IBIS programme contributed to the increased completion youth rate from 56% in 2018 to 79% in 2021 in 60 secondary schools in 32 municipalities (Ségou and Kolikoro regions) due to successful integration by education authorities at municipal and national level of a curriculum on active citizenship, peacebuilding, conflict- and gender-sensitive education. Based on documented results, the Ministry of Education recommends an up-scaling of the curriculum at national level in Mali.
- 3,200 vulnerable and marginalised young people out of school (hereof 1,560 women) can read, write and count and have acquired knowledge about peacebuilding and citizenship, which they used to reconcile groups in conflict (donsos and armed groups in Niono Ndébougou) and farmers and herders.
- The regional organisation of Malian Civil Society in Mopti, and local groups of young people and women peace ambassadors were trained and supported technically and financially to boost their capacity to participate in sub-national, regional and local meetings on peacebuilding initiatives and to share their experiences with peers.

RISK MANAGEMENT

To mitigate infection risks related to Covid-19 and to respect official restrictions, Oxfam and partners postponed certain activities while integrating Covid-19 prevention activities into already ongoing community and civil society mobilisation and in capacity building activities for CSOs as well as support to marginalised women and young people affected by the pandemic.

LESSONS LEARNED

Due to insecurity and the Covid-19 pandemic, access to schools was challenged at times in 2021. Therefore, remote learning via radio was implemented, with material distributed to students via USB sticks and classes via radio was implemented. Furthermore, for a better internalisation of the values for a peaceful coexistence, it is imperative that peacebuilding activities and

⁸ CRII: The WAF Commitment to Reduce Inequality Index.

⁹ https://ec.europa.eu/echo/where/africa/mali_en (Accessed 08.06.2022).

¹⁰ Ibid.

conflict prevention and resolution are accompanied by education and skills development, economic resilience, and social inclusion.

OXFAM IBIS' STRATEGIC RELEVANCE

Oxfam IBIS is an important player that contributes to national education policies, the implementation of UN Security Council Resolutions 1325 and 2250 and achievement of the SDGs 4 on quality education, 5 on gender equality, and 16 on peace. A case study made of Oxfam IBIS' localisation and partnership approach in Mali by INTRAC/Danish MFA in 2021 documented that Oxfam IBIS added value to partners' expertise in peacebuilding and gender transformative education approaches. Since 2019, Oxfam IBIS has responded to partners' and Oxfam in Mali's demands to strengthen their capacities on peacebuilding in the face of challenges related to violent conflict. Different tools for conflict sensitive and contextual analysis, conflict sensitive indicators and capacity building on peacebuilding have been developed. Oxfam IBIS coordinates with the Danish embassy to support CSOs and partners, including youth organisations.

The total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 31.1M.

NIGER

COUNTRY CONTEXT

Oxfam IBIS supports the promotion of democratic governance and human rights including education, inclusive peacebuilding, and conflict prevention as well as food security, protection and social cohesion for those individuals, households and IDPs most severely affected by conflict and floods. The president elected in February 2021 is committed to fighting corruption and investing 22% of the government expenditure in education as against 12% in 2021¹¹. With the advent of the Covid-19 pandemic, schools were closed for more than two months during 2020. The government revised its growth projection for 2020 from 6% to around 2%, curbing the state's commitments to invest in essential social services and protection. The electoral propaganda prior to the municipal, legislative, and presidential elections undoubtedly reduced the effective participation of municipal and regional authorities in certain programme activities. The civic space continued to shrink with the detention of activists and CSO-leaders who criticised governance, corruption, and lack of transparency. The security crisis orchestrated by Boko Haram and non-state armed groups and resulting in civilian and military killings and displacements of populations developed slowly but worryingly

in the implementations areas of Tillabéry, Tahoua, and Maradi regions.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

In 2018-2021, Oxfam IBIS worked with partners to enhance equal access to quality education, to strengthen active citizenship, and to promote peace for the country. Selected main results from 2018-2021 implementation:

- Eight mayors in Tahoua and Maradi regions made the commitment to consider young people's needs in their municipal development plans and to consider the needs of young people in their communal development plans and to devote 25% of their annual investment plan budgets to education and TVET by 2022. In 2021, it was 11%. This is the result of strategic and coordinated advocacy and influence by youth councils, community leaders, education inspectors, teachers, TVET governance structures and women's groups supported by the Oxfam IBIS programme.
- Upon direct programme support to education authorities to strengthen quality education in 40 primary schools in eight rural municipalities in Tahoua and Maradi regions, a monitoring index documented an increased gender parity in primary level enrolment from 0.75 in 2018 to 0.92 in 2022 (ratio of girls to boys in primary schools). In addition, there was an increase in the school enrolment of both boys and girls, an increase in primary school students' attendance, and a decrease in the drop-out rate in schools for both boys and girls.
- A draft law and implementation decree on the use of the 15% of mining and oil retrocessions to finance education and vocational training have been prepared by members of parliament together with supported civil society organisations. The parliamentary group on transparency and governance initiatives for the extractive industries has committed itself to accompanying the further process with the aim to have the draft law adopted.
- Oxfam brought together CSOs and state institutions such as the High Authority for the Consolidation of Peace, the National Commission for Human Rights, and the High Council for Communication in Niger to discuss peace processes for the country. The result was a common proposal for an action plan to implement a multi-stakeholder and inclusive programmatic commitment to community and cross-border peace dialogues.

RISK MANAGEMENT

To mitigate infection risks related to Covid-19 and to respect official restrictions, Oxfam and partners have postponed certain activities while integrating Covid-19 prevention activities into already ongoing community

¹¹ <https://data.worldbank.org/indicator/SE.XPD.TOTL.GB.ZS?locations=NE> (accessed 07.06.2022)

and civil society mobilisation and capacity building of CSOs. Oxfam IBIS supported additional courses, organised by the education authorities during the school vacation for students to catch-up after school closure, as well as awareness campaigns to stop gender-based violence during lockdown. Because of political unrest related to the municipal legislative and presidential elections in 2021, implementing partners and Oxfam staff kept as neutral as possible in programme implementation and in strict compliance with regulatory frameworks.

LESSONS LEARNED

For a better internalisation of the values for a peaceful coexistence, it is imperative that social cohesion activities are accompanied by economic resilience, social inclusion, and humanitarian support activities. Improved quality in primary education is obtained through a multi-faceted approach including i) teacher training and coaching, ii) involvement of parents and local leaders to change gender norms about girls' education, iii) socio-economic empowerment and organisation of mothers to support girls' education, and iv) the promotion of active citizenship through school clubs and student involvement in the management of the learning environment and in holding the municipalities to account on financing quality education.

OXFAM IBIS' STRATEGIC RELEVANCE

In Niger, Oxfam IBIS is an important player in ensuring quality and financing education for girls, women and young people in line with national education policies and SDGs 4, 5 and 16. Based on best practices in participatory monitoring of public budgets and human rights as well as in inclusive peacebuilding, Oxfam IBIS adds value in inclusion of women and young people in these processes. Oxfam IBIS coordinates closely with the Danish embassy to support CSOs and partners in democratic governance and human rights interventions.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 58.9M.

GHANA

COUNTRY CONTEXT

In Ghana, Oxfam IBIS works to empower civil society, especially women and young people, to fight poverty and inequality by promoting resource mobilisation and improvement of public services, such as quality education. The debt crisis is increasing, and gross debt reached almost 82% of GDP in 2021. Interest payment on the debt has significantly decreased public spend-

ing and provision of services, including education. Oxfam IBIS' focus on DRM (domestic resource mobilisation) is increasingly relevant but challenged by revenue shortfalls and less ability to push for more social spending. On education, the government continues to provide free access to Senior High Schools, which has led to critically low investments in basic level education, teachers, and teaching materials. Because of the Covid-19 pandemic, school closure for lengthy periods has negatively impacted on learning outcomes and resulted in increased dropout rates, disproportionately impacting children from poor backgrounds, especially girls, due to early marriages, teenage pregnancies, and sexual violence.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In the period 2018 - 2021, Oxfam IBIS worked to improve conditions for public transformative education, to strengthen DRM and to promote inclusive peacebuilding. Selected key results from implementation are:

- As part of fighting inequality and influencing national tax policies, partner organisations and Oxfam in Ghana's proposals on property taxation in Ghana were included in the 2019 Economic Policy and Budget Statement of the Government of Ghana. With digitisation being rolled out in Ghana, the programme's advocacy has influenced government to initiate a national policy dialogue on digitisation resulting in digitising services estimated to block 10-15% of revenue leakages and increase revenue by 3.8M EUR. The programme support to the CSO working group on DRM to petition the heads of district assemblies to digitise their revenue mobilisation systems also helping block leakages at the local level.
- Advocacy by the partners and Oxfam in a civil society alliance contributed to the government signing the revised Complimentary Basic Education policy in 2018. Influencing work by Oxfam and partners in 2019 resulted in 25 new Girls Model Junior High Schools, a model Oxfam IBIS has supported the development for through a decade, and the total of districts adopting the model grew in 2021 to 62 districts. An important achievement was in 2021 that the Ministry of Finance included the roll out of the model in the 2022 Budget Statement and Economic Policy. Another important milestone over the years relates to the fight against for-profit commercial education in Ghana. All major political parties have committed themselves to this agenda as a result of a joint advocacy of the Coalition against Privatisation and Commercialisation of Education supported by Oxfam and partners.
- The programme ensured a strong focus on gender and young people over the span of the four years. In 2018, partner organisations secured permanent youth representation in seven Metropolitan, Munic-

ipal and District Assemblies. Moreover, the programme engaged female led youth groups in work for DRM and social accountability, resulting in young women comprising 46% of the participating youth, which led to spending on public projects benefitting young women. Furthermore, in peacebuilding, work there was an increased involvement of women and young people. Oxfam IBIS' partners, the Northern Sector Action on Awareness Center and West African Network for Peacebuilding, succeeded in working with district peace committees and chiefs, integrating an approach to mediation that increased women's and young people's involvement in resolving violent conflict and promoting social cohesion.

RISK MANAGEMENT

Over the years, the profound debt crisis has severely affected the government's ability to finance social services such as education. The responses of Oxfam IBIS and partners have been awareness raising on the consequences and advocacy of debt cancellation and strengthening of DRM. Lockdowns and school closures during 2020 and 2021 caused by Covid-19 called for a genuine change in strategy, leading to capacity building for alternative learning methods, such as radio schools, to deliver teaching during lockdowns, and for working with local and national governments to reopen schools as soon as possible.

LESSONS LEARNED

Advocacy engagement by partners and other civil society actors proved to hinge on having approved policies and parliamentary Acts as hooks, meaning that lobby and policy influencing has increasingly focused on ensuring various Acts are put in place. Another lesson learned pertains to the role of media. Increasingly, the work relation with the media has been transforming from using the media as a mere conveyer belt for accountability of results, to engaging the media as strategic partners in championing the advocacy agenda concurrently with the media gaining power in relation to defining the political agenda in society. Finally, a main lesson learned is that quality education models which have been thoroughly developed, tested, and documented through many years' efforts and resources, continue to serve as evidence in advocacy work for several years.

OXFAM IBIS STRATEGIC RELEVANCE

Oxfam IBIS' projects in Ghana have supported the implementation of the Oxfam programme framework and contributed especially to the work on accountability in extractive industries, tax reforms, domestic revenue mobilisation, free quality public education reforms and peacebuilding in the Northern Region. Oxfam IBIS adds value to Oxfam in Ghana's work by applying a particu-

lar focus on gender justice, including elimination of gender-based violence and inclusion of young people in policy issues and alliance building.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 54.4M.

SIERRA LEONE

COUNTRY CONTEXT

Oxfam IBIS' programme aims to reduce inequality through active citizenship and quality education, address weak capacities in civil society, mobilise domestic resources through taxation and enhance the voice of young people, women, and girls. The general election of 2018 brought in a new government that had promised progressive policies, including promises of free, quality public education, an action plan on the extractive industry, a rapid increase in DRM and improvements in governance. Although many of the key election promises remains unfulfilled, and despite disappointments, the change in government did provide new opportunities for the Oxfam IBIS programme and has supported some of the achievements over the period. As an example, with the introduction of the 'Free Quality education Policy' in 2018 the sector budget allocation has increased from 18% to 21%, and Civic Education and Sexual and Reproductive Health and Right education has been introduced in the public school. Nevertheless, the closure of schools during the Covid-19 pandemic impacted loss of learning and a rise in gender-based violence, sexual exploitation, and forced marriages.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In Sierra Leone, Oxfam IBIS worked to improve gender justice in education, local participation and accountability, and youth participation. Selected main results from 2018-2021 implementation:

- Policy wins were achieved within the education sector. Among these the influence on a more gender equal intake of students in the national technical and vocational education and training institutions and inclusion of subjects requested by both genders. This was achieved by youth mobilisation in cooperation with a coalition of CSOs with Oxfam and its partners.
- 18 citizens groups in eight chiefdoms in Kono District were formed and trained by the local Oxfam IBIS partner Knowledge for Community Empowerment Organization (KoCEPO) and several of the groups, especially young people and women, successfully accessed and influenced local development plans during the

project period. At the same time, the payment of property taxes went up nearly 63% (from EUR 7,300 in 2020 to EUR 11,900 in 2021) in Kono District, a result to which the effective campaigns of the community budget groups contributed.

- The efforts by Oxfam IBIS and NGO partners, especially Network Movement for Justice and Development and National Advocacy Coalition on Extractives, contributed to binding Community Development Agreements (CDAs) between mining companies, the government, and the inhabitants of five mining communities. The result is a product of a solid and continuous commitment stretching over five-ten years driven by an NGO/donor consortium working directly with mining communities, mining companies and, not least, with the National Mineral Authority in Sierra Leone. The CDA model has become a model for other communities, which are subject to extractive industries in the country. An African Mining Benefit Assessment study led by Oxfam IBIS was used by CSOs in evidence-based advocacy to demand transparency and accountability of the transferred mining revenues to mining communities.
- Sierra Leone adopted its first formal transfer pricing policy and regulatory framework and established a transfer pricing unit in the National Revenue Authority (NRA) with trained staff, as a result of and through a collaboration between NRA, a national CSO partner (BAN), the African Tax Administration Forum (ATAF), and Oxfam in Sierra Leone and West Africa. This will contribute to progressive DRM from the multinational corporations and has opened dialogue between the Ministry of Finance, the NRA and civil society around fiscal justice issues. The collaboration between the government, civil society and ATAF around transfer pricing was recently recognised by ECOWAS as a model for other countries in the region to follow.

RISK MANAGEMENT

The Covid-19 pandemic constituted a huge risk to the economic, social, and gender equality and health situation in Sierra Leone. Oxfam IBIS was able to redirect funding to various Covid-19 responses such as awareness-raising about infections, minimising GBV, early marriages and exploitation, and organising innovative ways of maintaining the most marginalised youth in the education system. Furthermore, Oxfam's decision to close the country programme by the end of 2021, constituted a significant risk of losing essential staff, impacting the quality and sustainability of the programme however, all staff was motivated to stay until the closure, among other things because of continuous technical strengthening.

¹² <https://databank.worldbank.org> [accessed May 2022].

LESSONS LEARNED

Sub-national budget advocacy can create impressive results, but needs several years for the impact to materialise, and upscaling the lessons and results to national level has been challenging. Using the regional to national influencing model in the work around transfer pricing has been very useful and has meant that the results achieved in Sierra Leone might now be spread across multiple countries.

Working with young people and getting the local communities and local authorities to understand the value of including young people in decision-making processes has been a lengthy process. After four years of implementation, an important foundation has been laid for increasingly ensuring that young people get a seat at the table. Change of attitudes and perceptions among the local authorities still need to be addressed to institutionalise participation and ensure that young people's inputs are considered.

OXFAM IBIS' STRATEGIC RELEVANCE

Oxfam IBIS has contributed significantly to changes for people in Sierra Leone and added value to transformation by using best practice approaches within DRM, economic justice, girls' education, youth participation and social norm change. This has contributed to pursuing Oxfam country strategy's ambitions about transformative economic and gender justice and enhanced access to quality education services. Interventions, including Covid-19 responses, were coordinated closely with NGOs, INGOs, government, UNICEF and within the Oxfam Confederation.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 37M.

LIBERIA

COUNTRY CONTEXT

Oxfam IBIS' programme in Liberia works to improve representation, accountability, and gender-sensitivity in governance processes and to promote transformative quality education. Despite its abundant natural resources, the economic potential remains largely untapped in Liberia and the country continues to be among the world's poorest countries with more than half of the population below the national poverty line, unable to meet their basic needs. Poverty in Liberia is projected to increase over the next few years, driven by increasing food prices, lower commodity prices for minerals, and the ongoing Covid-19 pandemic.¹² With extraordinarily high rates of rape and violence against women, gender justice has been a challenge for years.

Projects engaging civil society and other important stakeholders have in recent years, increased the focus on gender justice, resulting in new policies, systems, and responses at government level.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In Liberia, Oxfam IBIS worked to enhance transformative education, inclusive democracy and women's rights and addressed gender violence. Selected key results from 2018-2021 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 by 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.
- In September 2020, after days of people demonstrating in the streets, the President issued a declaration on rape, proclaiming rape as an emergency. A communiqué from the INGO cluster and the group of all Oxfam IBIS programme partners contributed by documenting and publishing cases as part of the pressure for action on the issue. The declaration was finally issued with a roadmap for initiatives, i.e., appointing a specific prosecutor to handle rape cases and setting up a national sex offender registry.
- In 2019, the Ministry of Education approved a one-year pilot scheme on transformative education with Oxfam's partner KEEP (Kids Educational Engagement Project) 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. In 2021, the collaboration resulted in the launch of a successful innovative activity book "Free To Be Me" for students in grades 3-5.
- As a result of intense lobbying by civil society for four years by Oxfam's partners, women's rights organisations and civil society networks, with Oxfam playing a key role in coordinating the many lobby actions, in February 2022, the House of Representatives voted to amend the Liberian election law (1986). The law (section 4.5) now sets aside an exclusive 30% for female representation in every political party during the submission of candidates to the National Elections Commission (NEC), which presents influencing opportunities for women's political empowerment

and leadership, even though gender parity or equality in political participation is not assured.

RISK MANAGEMENT

During 2021, IBIS phased-out its activities in Liberia because of a re-structuring process in the Oxfam Confederation, where it was decided not to continue work in Liberia. Implementation of the projects in 2021 focussed, therefore, on sustainability. Main priority areas were capacity building of partners and support to strengthen the structures of coalitions and networks to reinforce their solidity and endurance beyond Oxfam IBIS' presence in the country. Strategic engagement with relevant government bodies has served to ensure authorities continuous commitment to proffer support to selected intervention areas.

LESSONS LEARNED

Support to civil society has proved viable and has led to tangible results and change in Liberia. Specific lessons learned are plenty and the following may be highlighted: (i) in relation to organisational capacity of partners, a more individual, tailor-made and mentoring-oriented approach has proved efficient, compared to more general group-based training, providing general instructions. This applies, for instance, to the support to partners to adopt stronger and compliant financial management systems. (ii) In terms of approaches, the projects focusing on women's empowerment have gained from gradually adopting a systematic approach to organise and include men. Also, upgrading police units and the legal system has proved effective in the handling of victim cases of gender-based violence, and (iii) The endeavour to include a portfolio of young people's organisations has proved difficult and has only been successful to a certain extent. To address the challenges would require a thorough analysis and a systematic change in strategies and approaches, but this will be necessary to be fully successful.

OXFAM IBIS' STRATEGIC RELEVANCE

In Liberia, Oxfam IBIS contributed to building the women's movement by facilitating and widening the number of strategic coalitions and networks. As part of this, Oxfam has significantly contributed to bridging the gap between the local communities and national level policy influence. Oxfam IBIS has likewise contributed significantly to building the systems to fight gender-based violence, from the formal legal level to generating innovative and informal protective spaces at community level.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 50.4M.

EAST AND SOUTHERN AFRICA

SOUTH SUDAN AND UGANDA

COUNTRY CONTEXT

In South Sudan and Uganda, Oxfam IBIS responds to humanitarian needs and builds resilience for conflict-affected people. This spans the triple nexus to engage local actors, women, and young people from IDPs, refugees and host communities in humanitarian assistance, conflict-sensitive education, and inclusive peacebuilding. During 2020/2021 countries were impacted by the Covid-19 pandemic, and in Uganda schools remained closed until the end of 2021. The pandemic paired with community/refugee settlement insecurity, and subsequently, the economic and climate crisis with effects at local level, has made the population even more vulnerable. As of January 2022, 7.1 million people are facing severe food insecurity, and research shows an increased negative trend of SGBV/early forced marriage amongst girls and women.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In South Sudan and Uganda, Oxfam IBIS work to advance education and peacebuilding and to respond to humanitarian needs. Selected main results from 2018-2021 implementation:

- During the four-year period, Oxfam IBIS worked together with partner organisations and local authorities in South Sudan and Uganda, often within cross-border humanitarian and fragile settings, to provide learners with education. In 2021, Oxfam reached over 11,000 learners with accelerated education (8,705), functional adult literacy (2,428), and skills development (580). Participants in accelerated education were adolescent and young people, more than half of them female, while functional adult literacy and skills development provided educational access primarily for young women and women.
- The BRICE¹³ consortium programme has been implemented in both South Sudan and Uganda and with regional and global activities. The final evaluation finds that the programme has met 16 out of its 20 outcome targets, which is remarkable considering the challenges caused by pandemic as well as the fragile context. BRICE documents that it is possible to support overage learners in going back to school, build confidence and show academic achievement. Furthermore, learners appreciated the changes in teaching, and psychosocial support has helped to build resilience to emotional shocks and stress. 780 teachers have gained new capacity through Teacher Professional Development (TEPD) including a sus-

tainable peer to peer approach, and the evaluation documents that 81% of the teachers use participatory methods as well as gender- and conflict-sensitive approaches to “a great or some extent” (target was 65%). Finally, the intervention contributed to implementation of four and to the adoption of five relevant policies in favour of educational rights of IDP, refugee, and host populations such as funding for refugee and host communities’ education as part of the Uganda Education Response Plan.

- The evaluation of Oxfam IBIS’ Peacebuilding portfolio has established that the localised approach and the co-creation of grassroots peace initiatives with conflict-affected communities, women, and young people (e.g., dialogues, mediation, capacity development, support to refugee-led organisations) have proved impactful in both country contexts. In 2021, Oxfam and partners support for women’s national peace fora saw good progress, with women being included in peace committees, some in leadership positions, contributing to increased recognition of women’s participation at all levels. One woman, who was a member of a peace committee, was later appointed to the county court in Rumbek, South Sudan. In 2021, Oxfam and partners facilitated the formation of three youth peacemakers’ groups (one per county in Rumbek) that have started to cooperate with the government to ensure a comprehensive disarmament of armed young people. The evaluation noted that in Uganda, among the partners involved, 90% are youth led organisations. With the aim of creating stronger alliances, Oxfam in Uganda became the co-chair of the Peaceful Co-existence task force at national level, coordinating with UNHCR. Oxfam also supported advocacy initiatives by the Network of South Sudanese Civil Society Organisations (with over 50 South Sudanese organisations as members).
- Finally, Oxfam IBIS provided humanitarian flexible funds to respond to the needs of the most vulnerable populations in South Sudan impacted by flooding and food insecurity in 2019 and 2021, and both Uganda and South Sudan were provided with Covid-19 response funds.

RISK MANAGEMENT

Over the years, persistent insecurity, inter-community violence and GBV in many parts of South Sudan, further exacerbated by the Covid-19 pandemic, have required continuous detailed security assessments in programme implementation areas and robust mechanisms and procedures to ensure that community feedback is consistently captured, monitored, and addressed.

¹³ “Building Resilient learners, teachers and education systems in South Sudan and Uganda” programme has been financed by EU-DEVCO with co-financing from Danish MFA SP in 2018-2021.

Jonglei and Greater Pibor in South Sudan remain a context with great humanitarian needs in addition to access constraints from inter-community violence (in 2021 e.g., in Gumuruk), floods, and the evacuation of staff and humanitarian organisations in 2021 because of demands from young people. The response by Oxfam was to assure training to staff and partners on safety and security awareness and systems including crisis management/safeguarding. Oxfam also highlighted the urgency of filling the funding gap for humanitarian life-saving assistance and of supporting localised leadership in their appeal for humanitarian response to the food security crisis and risk of famine if rains fail.

LESSONS LEARNED

Lessons learned have been identified from working in a consortium of ten complementary organisations in the BRICE programme. This is effective and can promote nexus programming and link local and global levels in the implementation. However, the need for investment in coordination is often underestimated and it takes time. In BRICE, research was combined with programming especially led by strong research members in the consortium. This contributed to specific areas such as development of a psychosocial training package and messaging for teachers, but also the creation of evidence on how the programme contributed to wellbeing and education as a source of hope. Another research finding was that supporting functional adult literacy could contribute to even greater impact if curriculum and pedagogic methods are strengthened on human rights and peacebuilding/conflict sensitivity with an integrated approach to gender and protection.

Locally led peacebuilding engagements at grassroots and community level has shown to be effective, with active participation of young people and women embedded in programme design. Those who were directly affected and involved in the conflict were meaningfully engaged in addressing the root causes. In Uganda, the participation of women was strengthened through business skills trainings, counselling, and peacebuilding dialogues, and the young people were involved in music, dance and drama, and sports activities. The refugee-led organisations have proved to be good allies in advancing community-led peacebuilding initiatives, and this was enhanced with the involvement of the community structures, engaging leaders, and formation of peace committees from both host and refugee communities.

OXFAM IBIS STRATEGIC RELEVANCE

Oxfam IBIS adds strategic value to Oxfam's work across the triple nexus in South Sudan and Uganda, contributing to accountable governance, resilient livelihoods and humanitarian response pillars of the respective Oxfam country strategies, including advocacy under the Rights

in Crisis campaign. Oxfam IBIS supported commitment to local leadership and enhanced the Women Peace and Security agenda across levels. In South Sudan, the intervention has contributed to holding duty bearers accountable for implementing the peace accord and in Uganda, the interventions (education, peacebuilding, and humanitarian) have worked for inclusion of refugees and their rights, aligned with the vision of the Comprehensive Refugee Response Framework.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 100.5M.

MOZAMBIQUE

COUNTRY CONTEXT

Oxfam IBIS' programme aims to reduce inequalities through fair redistribution models and revenue sharing, to strengthen citizens' rights and access to information, promote inclusive and equitable quality education and build peace in conflict-affected areas. In the period 2018-2021, the socio-economic situation in Mozambique became increasingly critical for the vast part of the population. The economy has suffered from the austerity effects of the hidden debts and has currently worsened in the aftermath of 2019 natural disasters such as cyclones and floods. The Covid-19 restrictions increased inequality and impacted the informal economy and hitting young people and women hard. School closure has reduced access for and retention of learners, especially girls. The conflict caused by radical groups in the northern Cabo Delgado Province escalated and the Displacement Tracking Matrix recorded 1,130 incidents of conflict in Cabo Delgado between January 2019 and December 2021, with more than 4,000 fatalities and more than 660,000 IDPs. The media¹⁴ has highlighted and condemned campaigns of threats, hate speech and vilification against human rights defenders, activists, academics, CSO's and independent national and local media, especially those who denounce abuse of power, corruption, and human rights violations.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2018-2021, Oxfam IBIS worked to strengthen active citizenship, to improve of education and to secure mining communities' rights. Selected main results from 2018-2021 implementation:

- Oxfam IBIS' long-term partner the Environmental Association of Cabo Delgado (AMA) worked in targeted districts with the resettlement committees, community leaders, natural resources district platforms and the Consultative Councils to demand compliance of

¹⁴ For example, the Mozambican Network of Human Rights Defenders (RMDDH)

community demands for fair resettlement compensation and fair revenue allocation from the government and the multinational companies operating in Montepuez and Balama. The increased capacity and role of the Consultative Councils is one of the visible results of AMA's intervention in monitoring and accountability related to the implementation of the national decree allocating 2.75% of extractive industry revenue in the districts of Montepuez and Balama.

- In Mocuba Municipality, the Oxfam IBIS partner Associação de Apoio ao Desenvolvimento (NANA) contributed, in 2019, to the creation of the Municipal Observatory of Youth, Women, Disabled People, and Informal Traders, which has successfully influenced the annual municipal plan and budget (PESOM) for financing of projects suggested by civil society and for building awareness of citizens on their obligation to pay tax. NANA also contributed to the modernisation of revenue collection and management system at municipal level, which has resulted in a significant increase in the collection from EUR 180,000 in 2018 to EUR 0.5M in 2021.
- Advocacy by the partners and Oxfam in a civil society alliance contributed to approval of the multisectoral mechanism for prevention, reporting and referral of and response to violence against girls in school. The mechanism has now been institutionalised by the Ministry of Education in Mozambique and is being implemented in the whole education sector.
- The REFLECT literacy model, with strong focus on gender, active citizenship, and resilient livelihoods, has been adapted, implemented and documented by programme partners since 2018. As participants of REFLECT, young people and adults analyse and suggest changes to power relations also in relation to harmful gender norms and practices, as well as developing skills and relationships for improved employability and democratic participation. An effective joint implementation and follow-up with the Ministry of Education at all levels has led to strong ownership and an opportunity to institutionalise the method in the education system in Mozambique.

RISK MANAGEMENT

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

LESSONS LEARNED

In Mozambique, a multi-stakeholder approach has proved effectful when pushing for transformative education. The approach includes capacity building of par-

ticipants such as learners, parents, teachers, teachers training institutions, and local and national authorities.

OXFAM IBIS' STRATEGIC RELEVANCE

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

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 64M.

PAN AFRICA

REGIONAL CONTEXT

Oxfam IBIS' Pan-Africa and West Africa programmes seek to support and strengthen civil society demands for fiscal justice and inclusive peacebuilding in a number of countries and communities across the continent. At the African regional and continental level, the programmes strengthen civil society partners and leverage country results to influence institutions like the Economic Community of West African States (ECOWAS) and the African Union (AU) in the fight against inequality. In the period 2018-2020, there was some varying improvement towards fiscal justice in West Africa and the region. However, the Pandemic reversed many of these gains. Extreme poverty in Africa is expected to increase by 39 million due to the pandemic, and with less than 8% of the continent's population fully vaccinated by the end of 2021, Africa remains the least vaccinated continent. At the same time, the economic crisis is forcing 43 AU member states to cut their government spending by USD 183bn in 2021-26, while the rising debt crisis takes up an excessive part of the remaining public budgets. The undoing of fiscal justice is compounded by the International Monetary Fund's demand that African countries institute austerity and regressive tax policies.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2018-2021, Oxfam IBIS worked to ensure that civil society perspectives play a role in regional decision-making. Selected main results from 2018-2021 implementation:

- Progressive tax: through an innovative partnership between the Pan African association of tax administrations (ATAF), the government and local civil society facilitated by Oxfam, Sierra Leone, now for the first time, has the legal framework and capacity to ensure

that multinational companies pay their fair share of tax through transfer pricing audits. The efforts began in 2018 and culminated in 2021 where the training of tax administration staff was completed, and ECOWAS singled out the project as best-practice to be replicated in other countries in the region.

- Setting inequality on the agenda: in 2019 and again in 2021, Oxfam in West Africa published ground-breaking reports on the state of inequality in the region that sparked public debate and political commitment to fight inequality among citizens and governments of the region.
- Building a movement against debt and Illicit Financial Flows: as the continent is increasingly being engulfed in debt crisis, the Pan-Africa programme supported the revival of the African debt justice movement in 2021, where 62 organisations launched the Harare Declaration on debt, and the President of Malawi agreed to become a regional champion for its recommendations. At the same time, the movement to challenge Illicit Financial Flows (IFFs) was strengthened, among others through support to the Tax Justice Network Africa's Pan-African Conference on IFFs and Taxation.
- Inclusive peacebuilding: through research and virtual convenings with a focus on women and youth involvement, Oxfam IBIS was able to integrate recommendations into the AU's "Silencing the Guns" initiative. This was reflected in the outcome document, which will translate into policy engagements within the Peace and Security Council as well as in Member States.

RISK MANAGEMENT

The Covid-19 crisis has exacerbated existing risks. These include civic space, where civil society movements are targeted by authorities under the pretext of public health and lockdown measures. In response, Oxfam has worked with Africa Security Sector Network to

map strategies for civic activism in fragile and conflict-affected contexts to inform country-level programming and partnerships. Oxfam and partner organisations play an important role in media campaigning, policy influencing and awareness-raising towards national, regional, and international institutions in relation to shrinking civic space by drawing attention to developments and demanding the protection of civilians and the upholding of human rights. Further, Oxfam is working to connect partners in broad alliances to reduce risks, and Oxfam IBIS continuously conduct risk analysis and update mitigation plans to ensure the safety of communities, partners, and staff.

LESSONS LEARNED

Oxfam and partners adapted to lockdown restrictions by undertaking online advocacy, leading us to identify new ways of engaging with target audiences. In the short-term, however, there was inevitably less space for informal advocacy and influencing. One lesson learned is that documentaries and visual testimonies from citizens are often more compelling to policymakers than research reports. We will thus strengthen our use of audio-visual materials in the future.

OXFAM IBIS' STRATEGIC RELEVANCE

Oxfam IBIS has played an important role in lifting Oxfam's regional and continental influencing work on fiscal justice and inclusive peacebuilding, being one of the main funders of this strand of work. Oxfam IBIS has provided technical assistance in relation to several of the key results achieved under the programme, not least on inclusive peacebuilding and in relation to the regional inequality reports.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 33.2M.

LATIN AMERICA

GUATEMALA

COUNTRY CONTEXT

The overarching focus for Oxfam IBIS' work in Guatemala has been to strengthen the organisational and advocacy capacity of indigenous peoples' organisations and civil society movements and alliances for them to expand the democratic space and claim the fulfilment of their economic, political, and social rights, including the access to free, public, quality education, women's rights and collective rights. Guatemala is one of the most unequal countries in the world. Despite its status as a lower

middle-income country, more than 50% of the population still live in poverty, and 28%, especially indigenous populations, survive in extreme poverty. The Covid-19 crisis and the two devastating tropical hurricanes, Eta and Iota, deepened the social and economic gaps in Guatemala during 2020 and 2021 and pushed an additional 1.2 million people into poverty. Furthermore, democracy and civic space are deteriorating, and Guatemalans are witnessing an increased political control of the judiciary system as well as further restrictions on CSO's and INGO's. The quality of the Guatemalan education system is amongst the poorest in Central America, especially

for girls and the rural and indigenous population. Public spending on education is less than 3% of GDP, which is amongst the lowest in Latin America.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMME

During the period from 2018-2021, Oxfam IBIS' programmes strengthened the capacity and active citizenship of young people, women and indigenous peoples' organisations and supported the construction of broad alliances and their implementation of evidence-based advocacy in a variety of thematic areas. Selected main results from implementation:

- In all four years, the alliance to fight inequality, *Paraíso Desigual*, consisting of eight-ten different organisations, achieved many important policy wins related to progressive taxation, fighting chronic malnutrition, and access to social protection and education. *Paraíso Desigual* has been instrumental in creating a public and political attention on the negative consequences of extreme inequality in Guatemala. One example is the extensive media coverage of inequality during the 2019 presidential elections where the alliance impacted the views and arguments of political candidates, and their media campaign reached more than 100,000 people in Guatemala.
- Oxfam IBIS' support to partners' advocacy in relation to legal cases in the Constitutional Court as well as in the Inter-American Human Rights Court to defend collective right to free, prior, and informed consent, collective land ownership, and reparations for violations of indigenous peoples' and women's rights led to more than 40 rulings and positive results over the four-year period. Examples are the satisfactory compensation of DKK 125M ordered by the Court to be allocated to the indigenous Achí communities affected by the construction of the Chixoy hydroelectric project during the internal armed conflict, and the DKK 2.1M allocation for the construction of the Women's Care Centre in 2020 by the Municipality of Quetzaltenango.
- The strategic commitment to supporting partner organisations' advocacy work on education and concrete improvements in the quality and provision of education in Guatemala characterised Oxfam IBIS' work from 2018-21. Through the campaign "Collective Education without Exclusion", the long-term partner PRODESSA and an alliance of organisations working with education, resulted in the commitment from ten political parties and the new indigenous authorities to improve education policies and to increase the budgets. In addition, PRODESSA's school material called "Fulfilling my goals and dreams" was adopted by the Ministry of Education and translated into five indigenous languages.

RISK MANAGEMENT

In the light of the continued deterioration of civic space in Guatemala, and to mitigate any restrictions from the authorities, Oxfam maintains a strong emphasis on transparency and accountability, internally as well as in the partnerships, in order to keep the good relationship with government entities. In addition, Oxfam strategically supports partners' and citizens' democratic dialogue with both government and the private sector as a means of widening the civic space and protecting human rights. Nevertheless, criminalisation of social and indigenous peoples' movements and organisations continues in Guatemala. Therefore, Oxfam IBIS makes use of Oxfam's mechanisms for accompaniment and legal protection of our partner organisations and human rights defenders both nationally and internationally.

LESSONS LEARNED

Within the field of education, PRODESSA maintains ongoing coordination with the Ministry of Education and its local authorities, and the National Education Council. PRODESSA participates in this space along with 15 other organisations to monitor and evaluate public policy on education and promote improvements in the national education plan. This positive and continuous dialogue and engagement with government entities have led to important changes and results, and this approach of positive engagement with the duty bearers will be sought replicated in other sectors and countries in the coming years.

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

OXFAM IBIS' STRATEGIC RELEVANCE

With the support from the Danish MFA, Oxfam IBIS is one of the few Danish and International NGO's still working in Guatemala. The relatively small investment in the country is partly utilised to co-finance larger programmes funded by, e.g., Swedish Sida and the Danish Hempel foundation, and the total programme budget has increased by 400-500%. This successful multiplication of the total budget is deepening and widening the strategic relevance, impact, and sustainability of Oxfam IBIS presence in Guatemala.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 88.2M.

LATIN AMERICA REGIONAL

REGIONAL CONTEXT

Oxfam IBIS' regional programme initiatives in Latin America aim at strengthening the capacity and coordinated voice of civil society to hold duty bearers to account and advocate for concrete improvements in relation to democracy, human rights, quality education and a progressive redistribution of the economy, benefitting the most marginalised populations, with a special emphasis on indigenous peoples, young people and women. Despite growth in most Latin American countries, the continent continues to experience extremely high levels of social, political, and economic inequalities. While new technologies and stronger coordination between different sectors and levels of civil society organisations create new opportunities, programme partners experience multiple barriers preventing them from exercising their right to democratic participation, such as widespread discrimination, intimidation and criminalisation of organisations and social leaders, corruption and lack of transparency and highly politicised justice systems. Global Witness' 2021 report identifies Colombia and Mexico as two of the three countries in the world where half of all cases of attacks on human rights defenders occurred. In Colombia alone, 338 rights defenders and social leaders were murdered in 2021. Extractive industries and mega-projects continue to violate indigenous peoples' right to free, prior and informed consent as guaranteed in the ILO Convention 169 while, at the same time, these industries contribute very little to the national economies. The challenges of access to and quality of the education systems in Latin America continue to reproduce inequalities. The Covid-19 pandemic has further undermined the education systems, especially for rural women and girls and indigenous peoples.

SELECTED RESULTS FROM OXFAM IBIS' PROGRAMME

In 2018-2021, Oxfam IBIS promoted the defence of indigenous peoples' rights, protection of human rights defenders, and indigenous peoples' participation at national and international levels. Selected main results from 2018-2021 implementation:

- Throughout 2018-2021, Oxfam IBIS' long-term partner Instituto Centroamericano de Estudios Fiscales (ICEFI), along with other allies, has been actively involved in advocacy for fiscal justice in the National Budgets of El Salvador, Honduras, and Guatemala. In 2021, ICEFI's work led to (i) increased budgets for institutions working with compliance of human rights, access to public information and accountability, (ii) increased budget for education and health, and (iii) decreased budgets to the Ministry of Defence and the State Intelligence Agency.

- Based on years of advocacy by a broad alliance of civil society organisations, indigenous peoples and academia, including Oxfam IBIS' partners Derecho, Ambiente and Recursos Naturales and the Coordinating Body of Indigenous Peoples in the Amazon Basin (COICA), 11 countries in Latin America ratified the Escazú Agreement in 2020. The agreement is a binding agreement derived from Rio+20 and the first environmental agreement adopted by Latin America and the Caribbean and will be an important new instrument for the protection of environmental and human rights defenders, environmental justice, and participation of indigenous peoples.
- COICA that represents three million indigenous peoples of the Amazon made history in 2020, taking leadership in responding to the Covid-19 pandemic in the Amazon and mobilising the international community in support of the Amazon Emergency Fund with the purpose of supporting indigenous communities facing the pandemic. This achievement is a result of years of building the institutional capacity of COICA.
- Over the four-year period, the Latin American programmes played an important role in strengthening and facilitating partners' direct participation in regional and international negotiations. In 2021, more than 300 indigenous women leaders from 11 countries in LAC participated actively in the preparations and negotiations for the final statements and reports in important policy processes such as the UN Business and Human Rights Regional Consultation, the Committee on the Elimination of Discrimination against Women (CEDAW) and the Beijing+25 and the UN Special Rapporteur on the Rights of Indigenous Peoples.
- Oxfam IBIS' programme supported the Latin American Campaign for the Right to Education (CLADE) that successfully advocated governments to guarantee adequate financing for education in the light of Covid-19 and highlighted the need to invest in digital solutions and distance education from a rights perspective.

RISK MANAGEMENT

Political instability, shrinking civic space, and violence towards indigenous partners defending human rights and their territories continue to be critical risks. These risks are mitigated through close risk monitoring and mitigation plans and continuous 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.

The Nicaraguan partner organisation, CEJUDHCAN and their network of indigenous human rights communities have constantly suffered smear campaigns, threats, criminalisation and intimidation by the police, the army,

and groups related to the government. Within the framework of the programme, this severe security situation required community security plans for the protection of community defenders, institutional security plans, and computer security and data protection plans. These measures made it possible to continue monitoring and evidencing to the United Nations and regional institutions the constant violence of human rights. In 2021, Oxfam IBIS was expelled from Nicaragua along with many other INGO's and institutions. Oxfam's continuous dialogue with international organisations and institutions has also strengthened the voice of civil society and kept international attention on Nicaragua.

LESSONS LEARNED

On education, a network of parliamentarians and CSO's has shown to be very effective in obtaining political support and commitment. The experience derives from

the regional partner CLADE establishing a network to address educational issues, which ended with a final statement against privatisation of education signed by 70 authorities. This strategy of involving parliamentarians and government entities will be replicated in other advocacy programmes.

OXFAM IBIS' STRATEGIC RELEVANCE

Despite the challenging context, and because of well-organised civil society organisations and movements, Oxfam IBIS and partners have achieved important results. Oxfam IBIS will continue dialogue and collaboration with the Danish Embassy in Colombia on the peace process and violence against women human rights defenders.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 92.7M.

MIDDLE EAST AND NORTH AFRICA

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

REGIONAL CONTEXT

Oxfam IBIS' work in the Middle East and North Africa (MENA) contributes to meeting humanitarian needs, rights of crisis-affected populations and building peace. The programmes also seek to improve socio-economic conditions and opportunities for young people through jobs, entrepreneurship, and increased participation. In 2018-2021, Covid-19, economic crisis, conflict, and political turmoil continued to plague the MENA region, and this has exasperated inequality, humanitarian needs and vulnerabilities. The MENA region has the highest rates of civic rights violations and youth unemployment in the world. Women in the region face immense social, economic, legal, and political curtailing of rights and the region shows the lowest progress in the world towards achieving gender equality. The Syria and Yemen crises remained some of the worst humanitarian crises of the 21st century with millions of displaced people, increased humanitarian needs, deteriorating economies and collapsing basic services. Covid-19 exaggerated already great needs and complex operational environments. Neighbouring countries, in particular Lebanon, faced multiple crises and vulnerability with poverty levels increasing significantly – not least for the refugee populations. No political and durable solutions were in sight and there were no significant returns of refugees.

SELECTED RESULTS OF OXFAM IBIS' PROGRAMMES

In 2018-2021, Oxfam IBIS worked with local partners and strengthened local leadership to deliver humanitarian assistance and durable solutions. Support was provided to youth employment and entrepreneurship opportunities as well as women's participation and influence in the women, peace, and security agenda. Partners have been specialist ministries, local government, NGOs, CSOs, trade unions, local private sector, and social enterprises. Selected main results from the period:

- Along with local partners, Oxfam IBIS continued to meet humanitarian needs of the most vulnerable crisis-affected women, men, girls, and boys in the region. A total 108,000 in Syria, 41,000 in Lebanon, and 18,000 in Yemen have benefitted from WASH, cash grants, protection, skills development and/or agricultural or business support.
- In Yemen, focus was on addressing the structural barriers to women's participation in community and national peace and reconciliation working closely with Women's Rights Organisations. In 2019, along with Oxfam International and Oxfam in Yemen, Oxfam IBIS supported women's participation in peace negotiation processes in Yemen and coalition building amongst women's organisations to develop common priorities and messages to connect formal peace negotiation processes with civil society and grassroots efforts in Yemen and at diaspora levels. In 2020 and 2021, Oxfam IBIS mobilised local women and men around peace and community coexistence, bringing together community members, teachers, parents, traditional leaders, and

representatives from local councils, and a partnership with the Yemen School for Peace was established to furthering this work.

- Oxfam IBIS's Youth Participation and Employment (YPE) Programme continued to help young people to gain employment and establish themselves as entrepreneurs in Jordan, Egypt, Tunisia, and Morocco. A total of 8,737 jobs were created in the programme. Over 60% of the jobs have gone to young people that are not in employment, education, or training, of which 58% are young women. This delivers on the promise of effectively empowering marginalised young people and help women to enter the labour market and become economically independent in Jordan, Egypt, Tunisia, and Morocco.

RISK MANAGEMENT

Economic crisis and Covid-19 hampered the implementation of all programmes in the region from the start of the pandemic. Oxfam IBIS continued to expand and utilise various digital tools and online activities such as job fairs, coaching and matching to reach young people in Morocco, Tunisia, Egypt, and Jordan, as well as GBV services and consultations with communities. In Syria and Yemen, programmatic changes were made to respond to the contextual changes, which included a temporary shift to more Covid-19 related activities (wash and health) and immediate needs (multi-purpose cash for food and other essential needs).

LESSONS LEARNED

The protracted internal displacement and fragile contexts of the MENA region required a more coherent and collective approach to reducing the vulnerabilities of IDPs and host communities and increasing their resilience. A triple (humanitarian-development-peace) or double nexus programming required a more deliberate planning and programming with other actors and provision of assistance to the same most vulnerable households in the same geographical areas.

Community-based approaches to protection and WASH as well as empowerment and agency of community-based groups were supported, strengthened, and piloted throughout the period in particular in Lebanon. Community-based approaches allowed for effective and efficient delivery of services in refugee settings although they still depend on external input. Transfers of power and agency can further be enhanced by management of funds e.g., group cash grants and a strong mandate in defining activities.

Furthermore, Oxfam IBIS learned that amplifying women's role, participation and leadership in peacebuilding and peace initiatives in Yemen is intrinsically linked to strengthening women's participation and voice in decision-making at large and in the context of their communities and their everyday lives, where increased visibility and recognition of women's contributions is critical. In terms of strengthening women's participation, supporting their economic empowerment to this end emerged as an important need and means to strengthen their agency, confidence, and decision-making power within the context of their own households but also in the community at large.

OXFAM IBIS' STRATEGIC RELEVANCE

The work of Oxfam IBIS to address root causes of inequality and migration in Jordan, Tunisia, Egypt, and Morocco aligns with the strategic objectives of Denmark and other international donors – but also contributes directly to the goal of Oxfam in the region to promote economic justice and women's participation on the labour market and give young people a stronger voice in society. With four years' experience and track record in delivering jobs and entrepreneurship, Oxfam IBIS has demonstrated an unmatched model that can turn the ambitions of Oxfam to challenge inequality into real lasting change for vulnerable young people. The latest innovative initiative is the collaboration between Oxfam IBIS and Danish Melting Pot Foundation – founded by culinary entrepreneur Claus Meyer – to establish a cooking school in Morocco that will develop the gastronomic sector in Morocco and create decent green jobs for young, marginalised people. The project is in the start-up phase and builds on experience from a similar project between Oxfam IBIS and Claus Meyer in Bolivia.

The humanitarian programming was aligned with existing humanitarian response plans and strongly coordinated with relevant stakeholders at all levels. Inside Syria, the focus on sustainable solutions for food security and water has contributed to increased recognition of the importance of this area among donors and humanitarian actors. In Yemen, Oxfam IBIS has added value by leveraging its access to different global policy spheres on peacebuilding and the women, peace, and security agenda through the Oxfam Confederation, as well as in Denmark.

Total amount spent by Oxfam IBIS on programmes in 2018-2021: DKK 227.4M.

10. INNOVATION

When Oxfam IBIS initiated the specific efforts on innovation, an opportunity which arose with the Strategic Partnership with the Danish MFA 2018–2021, the focus was on three innovation initiatives with elements of new technology or new partnerships. However, facing the increasing need for learning about how development projects can be done differently in the international aid sector¹⁵, the efforts were modified with a stronger focus on how Oxfam IBIS, as a development organisation, works and three areas were identified as central for the purpose: 1) open and flexible project design, 2) multi-purpose monitoring and reporting in unconventional formats, and 3) developing Oxfam’s role as a convener and catalyst. The outcomes and lessons learned from the three areas are accounted for in this section.

OPEN AND FLEXIBLE PROJECT DESIGN

The assumption behind including the area of open and flexible project design in the innovation efforts is that we run the risk of limiting the potential value that can be created in an activity when we plan with detailed results frameworks and predefined outputs and outcomes made without having the full knowledge of all elements in the contextual dynamics. Oxfam IBIS and the partners and stakeholders involved tested whether more value could be created by defining both activities and goals in small steps during implementation. This is to take it a step further than adaptive programming as it is not about *adapting* or *correcting* plans and goals along the way but about *creating them along the way*.

An international tax dialogue project supported by Oxfam IBIS in Ghana and Kenya was one of the above innovation initiatives already in process when the new areas for innovation were defined, and the project already had detailed project plans and predefined success criteria using conventional project planning tools. Furthermore, the project was a replication of a successful tax dialogue project implemented in Denmark by Oxfam IBIS a few years earlier. After a period of trying to follow the plans, the project stakeholders discovered that not all local differences compared to the Danish context had been considered. In contrast to the dialogues in Denmark, the public sector was an important stakeholder in the dialogues in both Kenya and Ghana because the visibility of the use of tax money is important in contexts with weak governance and where corruption and distrust are therefore prevalent. With the flexibility of the innovation funds, it was possible to slowly adjust partners, budgets, plans and activities to meet the experienced challenges.

An observation was that the adjustments required a lot of time, which could have been spent much more effectively if the flexible project design approach had been applied from the start. The project has shown valuable results both in Ghana and Kenya, but results are quite different from the originally formulated success criteria. Among the successes are that dialogue, connections and trust were generated between the private sector and civil society stakeholders. Two of the biggest companies in Kenya decided to sign the Responsible Tax Principles and all project partners were invited to participate in a summit for company leaders to discuss responsible tax practice, which was possible only because of the trust created by the project.

In a new initiative aiming at supporting local groups in West Africa with small kick start grants, Oxfam IBIS used the LID – *Leverage, Innovation and Development* approach. The LID approach supports the development of local ideas related to existing challenges without a time-consuming funding structure of calls and proposals. Oxfam IBIS prototyped a model for the process based on LID without result frameworks and project plans beyond the first activities. The first prototype was tested in Sierra Leone and an adjusted version in Liberia. The result was that nine community farming groups, who received a kick-start grant of USD 1,500 USD in Sierra Leone at the beginning of 2020, are now independent and their business plans are sustainable.

When implementing LID, there was no pre-defined plan with fixed outcomes to be monitored and activities were defined step-by-step by the people participating. Success criteria were defined as viability and perspectives for continuity and ownership after end of project. However, the initiative was not easy to manage for colleagues used to traditional project designs. As a colleague from Oxfam Sierra Leone, who is used to monitoring project activities closely according to planned activities, expressed: *“I’m going on a journey with no fixed destination”*, but he also reflected upon his main learnings from the initiative: *“I can say, it’s not about how structured a programme is, but how willing the participants are to make it successful, which was exactly the case in Moyamba [project location ed.]”*.

MULTI-PURPOSE MONITORING AND REPORTING IN NEW FORMATS

Experience showing that a lot of time and other resources are put into monitoring and reporting based on Oxfam’s or donors’ templates and requirements. Could these re-

¹⁵ See e.g., Danish MFA’s Guidance Note: Adaptive Management, Ministry of Foreign Affairs of Denmark, November 2020.

sources be used to create documentation and knowledge needed for the further development of the activities by partners instead? And could Oxfam extract the necessary information for reports from project products or knowledge in other ways?

In a peacebuilding initiative made in collaboration with the Unyoke Foundation in refugee settlements in Uganda/South Sudan, Oxfam IBIS witnessed how digital maps outlining the relations within a cohort of young people from various ethnic groups are beneficial for the project itself, while also providing Oxfam with data to document what happened over time and how trust is built. At a different level, in the projects using LID in Sierra Leone and Liberia, local business consultants created What's-app groups for the groups receiving the kick-start grants. The What's-app groups served as the communication channel to the groups, but also as the place where the groups posted their progress and materials and raised questions to each other. Oxfam is part of the group and receives enough information about what is happening to get the rest of the necessary information directly from the consultants. Besides this, Oxfam IBIS conducted reflection interviews with partners from all the innovation-funded activities each year to discuss the biggest inspiring moments and learnings.

A lesson learned is that it is possible to work differently with reporting. So far, it is quite resource demanding to work with the digital maps, and information in a What's-app groups may be difficult to decode for other staff than those involved. The largest challenge, however, is found within the Oxfam procedures and systems; for example, as a matter of due diligence and compliance, specific templates and monitoring reports need to be filed before a payment can be executed. Further experimentation in this area is needed – in close collaboration with local Oxfam staff to ensure a balance between compliance and experimenting.

DEVELOPING THE ROLE AS CONVENER AND CATALYST

Today, most Oxfam IBIS activities are project or programme-based and when activities end, partners are dependent upon new donor funding to continue the work. If they do not get funding, activities often die out. Viability and long-term sustainability are urgent challenges and within this area, it was tested how Oxfam could use its unique role as an independent NGO to facilitate connections between people and organisations that would not otherwise meet or collaborate and in that way increase the likelihood for local ownership and continuity of what has been started. Could success be based on perspectives for sustainability of the intervention instead of achieving predefined outputs and outcomes?

In a project providing IDEAS boxes with IT-equipment to regularly update learning materials for the student in two Girls

schools in Northern Ghana, the discussions about sustainability and continuation were moved to the very beginning of the project. Just after the IDEAS boxes had arrived at the schools, Oxfam IBIS facilitated a business modelling workshop for the schools and the surrounding community with the aim of developing ideas of how the IDEAS boxes could benefit the rest of the community while also generating income which would ensure long-term maintenance of the equipment. The real outcome was the introduction of business-model thinking and the sustainability aspect at an early stage and as the project manager of Oxfam Ghana explained, it became a success: *"The adoption of the ICT centre for commercial use to help generate funds for the running of the project to ensure sustainability is one unique feature of this project. This is an innovation that has not been piloted anywhere in Ghana before"*.

In the peacebuilding project with Unyoke Foundation, the focus on people and their personal relations and capabilities instead of projects with capacity building and specific training courses has been an eye-opener for the involved Oxfam staff. It now seems obvious that refugees and people living in conflict-affected areas often carry serious personal traumas and need time to heal and grow personally before they can become peacebuilders. The only planned activities were retreats and accompaniment of the 13 young people in the cohort, and the result was stronger young people with real and personal relations to each other across ethnic differences and with energy and ideas to create small and large actions to reduce conflicts among people and community groups. The Unyoke approach is inspirational for future work and has proved that Oxfam has a role to play as convener or catalyst. Unyoke expressed the following in their final reflections: *"The relationships between cohort members and how they have grown over time and spilled over to the family and community level has been by far one of the most amazing things I have witnessed with this group"*.

From the work over the past four years, it can be concluded that working with an open-ended project design and taking a convener role seem to create strong ownership and engagement, which is a good indicator for long-term impact. Yet, it was observed that Oxfam and Oxfam IBIS' systems need radical changes before being geared to working with real locally led ideas or transferring the decision-making power to the people involved. The compliance and accountability together with the project design abilities and monitoring and reporting systems that make Oxfam a reliable and trustworthy partner for donors also limit the possibilities for experimenting, being flexible and trusting people's own ideas without defining and controlling them. Solving this challenging systemic dilemma is a necessary focus area for the future and therefore an obvious area for innovation.

11. INFORMATION, ENGAGEMENT AND ADVOCACY IN DENMARK



Through solid engagement and advocacy work, Oxfam IBIS has in period of the Strategic Partnership, progressed towards set targets within the strategic area of 'Public engagement and advocacy in Denmark'. However, Covid-19 and long periods of lockdown and social distancing in 2020 and 2021 reduced the possibilities for face-to-face interactions and meetings, and influencing opportunities were affected by a limited political agenda in Denmark as well as globally, strongly determined by navigating the pandemic.

Despite these circumstances of difficult and changing contexts due to the Covid-19 emergency in Denmark, as well as in the countries where Oxfam IBIS works, the overall achievement of the strategic objectives in Global Results Framework measured at the end of 2021 was satisfactory with only moderate shortcomings. Table 5 displays Oxfam IBIS' results measured against 2018-2021 targets.

RESULTS ACHIEVED

In the period 2018-2021, Oxfam IBIS contributed to influencing key political and private sector decision making with an impact of 33 **recommendations adopted by decision makers**, a result which goes beyond the annual target of six (in total 24 for the four years). The advocacy impact was demonstrated in various policy areas during the SP period.

Oxfam IBIS' long-running tax campaign is an example of advocacy that has led to policy impact. In 2018 Oxfam IBIS contributed to the decision of the Danish Investment Fund for Development Countries to improve its tax policy, and in 2019 a campaign of several years of working with other Danish NGOs finally succeeded and the Danish government adopted a negotiating position in the EU directive on country-by-country reporting (e.g., on tax conditions) that supported public reporting for all countries, including developing countries.

A part of the campaign aims at preventing Danish municipalities and regions from making contracts with any private company using tax havens, as municipalities and regions are significant actors on public procurement in the Danish economy. By the end of 2021, 19 municipalities in all parts of the country and two regions (Capital and Zealand) had signed Oxfam IBIS' 'tax haven free' charter directing public procurement towards transparency and fair taxation of suppliers. Other examples are Danish companies and investors integrating responsible tax in their business practice and, in 2021, Oxfam IBIS contributed significantly to changing the terms of the debate in Denmark about the distribution of the Covid-19 vaccines for developing countries by raising questions, which were then raised in the Danish Parliament.

TABLE 5: PUBLIC ENGAGEMENT, CAMPAIGNS AND ADVOCACY IN DENMARK

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	ANNUAL TARGETS 2018-2021	FUNDING SOURCE
5.1.1 Number of major Oxfam IBIS recommendations adopted by decision makers	6	5	10	12	6	SP Own funds
5.1.2 Number of major stories making impact in Danish media	4	3	4	4	4	SP Own funds
5.3.1 Number of campaign participants in Denmark	21,973	19,306	18,861	20,116	35,000 by 2021	SP Own funds
5.3.2 Number of students taking part in 'The Reading Rocket' /other school activities	177,707	164,160	131,464	93,290	2018-2019: 165,000 2020:140,000 2021: 100,000	SP Own funds
5.3.3 Number of interactions on social media	1,297,070	1,307,319	1,694,069	1,737,418	1,500,000 by 2021	SP Own funds
5.4.1 Number of Oxfam IBIS members	8,303	7,886	8,149	7,049*	10,000 by 2021	Own funds Oxfam Inv. Funds
5.4.2 Number of Oxfam IBIS supporters	18,987	17,100	7,071	5,710	30,000 by 2021	Own funds

Each year, Oxfam IBIS has attracted **Danish media attention** to major stories related to inequality and has achieved the target of four major stories making impact in the media each year except 2019. Focus for Danish media attention has, through the years, been inequality, tax, and education. Oxfam's Annual Inequality Report, which is launched each year on the opening day of Davos Summit, focused in 2021 on the inequality accelerated by the Covid-19 pandemic and received widespread media attention across every region in Denmark and in different media outlets and in 2020 and 2021, Oxfam IBIS managed to be one of most prominent critics and participants in the debate in Danish media about the global vaccine inequality.

In relation to **campaign participants**, the number for 2021 (20,116) has slightly increased compared to 2020 (18,861). Over the four-year period, Oxfam IBIS' campaigns have engaged the Danish public and volunteers in issues such as tax, global economic injustice, education, and climate. However, the target of reaching 35,000 by end of 2021 was not reached partly due to the lower campaign activity level because of two years with Covid-19. There was a slight decrease in Oxfam IBIS' **member base** to 7,049, which is a consequence of data being updated, and inactive members being deleted. It means that the number of supporters (5,710) excludes the number of donations-as-membership, while the total head count that contributed to Oxfam IBIS in 2021 is 12,759. The total income from memberships and supporters reached the target set in Oxfam IBIS' Engagement Strategy.

PROJECT AND PROGRAMME RELATED INFORMATION

The project and programme related information (PRI) was, in the period of the Strategic Partnership, organised in the following main areas: Women and Inequality, the Whole World in School campaign, social media, and the Oxfam Magazine and newsletter. The Tax campaign is described in the change story below.

Feminist Talks campaign. In 2020, Oxfam IBIS launched a new campaign – Feminist Talks. Feminist Talks were a series of debates, and each event was organised as a dialogue between a strong gender justice activist from the Global South and a prominent Danish activist/feminist. A total of 22 events were held in 2020-21 and three of these were held virtually because of Covid-19 lockdown. The purpose of the Talks was to provide a platform for strong voices from the Global South to connect to audiences in Denmark, thus strengthening a sense of global solidarity and connectedness across the globe for both parties. Another purpose was to engage with a new audience (young Danish feminists), create a platform to discuss structural and global issues, and experiment

with new venues such as Talk Town in Copenhagen, FemiFestival in Odense, and folk high schools all around the country. Through these venues, it was possible to reach new people in the target groups and 2,000 subscribed to Oxfam IBIS' new Women and Inequality newsletter and event participants joined 'Beredskabet' – a group of digital activists, who are ready to take action and stand up for women all over the world.

The Whole World in School campaign. The campaign gives students in Danish primary school and their teachers insights into the lives of children in countries in the Global South and the opportunity to discuss development cooperation, SDGs and the right to education for all. During the SP period, students 'met' children from Jordan, Colombia, Uganda, and South Sudan through the book *The Reading Rocket (LæseRaketten)* and online material. In 2020-2021 the campaign suffered because of the pandemic and school closures. This meant that the Action Week, where the participating schools engage in a variety of activities, was cancelled in 2020 and brought down to a minimum in 2021, whereas in 2019, 40 school classes wrote down their wishes for education in the future 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. During the SP period, Oxfam IBIS expanded the digital campaign material, which includes a specific page introducing SDGs. However, the number of participating students went down from 177,707 in 2018 to 93,290 in 2021, mainly because of the challenges in raising funds for the campaign.

Social media as a 'hook'. Social media is a key media for Oxfam IBIS to 'hook' a greater part of the Danish public to take an interest in development work. Through social media, Oxfam IBIS has disseminated information about the SDGs making it clear that they are common goals for the Global North as well as for the Global South. At the same time, the public was informed about and engaged in global inequalities related to topics such as economic inequality, poverty, tax havens, climate and gender – linking Oxfam IBIS' programme work with the wider structural policy struggles that Oxfam IBIS is engaged in. Public interest has increased over the period and Oxfam IBIS reached 1,737,418 interactions on social media in 2021, surpassing the target of 1.5M by 16%.

Oxfam IBIS magazine and newsletter. Throughout the SP period, Oxfam IBIS printed three to four magazines annually in an edition of 7-8,000 copies for the members. Furthermore, Oxfam IBIS distributed a newsletter to approximately 50,000 receivers annually. Recipients are both members and non-members. Through the magazine and newsletter, Oxfam IBIS provided in-depth information about programme work in the Global South and kept

the readers updated and engaged in thematic issues such as women and equality, economic inequality and taxation.

Several other campaigns with the purpose of informing and engaging the Danish public were conducted during 2018-2021. One example is an SDG caravan of trained volunteer ambassadors visiting primary and secondary schools and folk high schools engaging students via an interactive learning game produced by Oxfam IBIS. Other examples are the information campaign '16 Days of Activism against Gender-based Violence', as part of the global Oxfam campaign, and Latin America Talks and Festival, inviting partners and activities to discuss the situation of indigenous peoples, human rights defenders, and peacebuilding in Latin America.

LESSONS LEARNED

Oxfam IBIS' campaign in 2020 about the investment of Danish pension funds in companies selling weapons or equipment to be used in the war in Yemen, gave rise to a lesson learned, which can be used in future campaign work. A key learning was that the combination of organisational legitimacy on the subject (expertise related to pension funds' tax and investments and humanitarian work in the country), a solid knowledge base (evidence-based report), well-defined engagement and advocacy objectives, and clarity on synergy and how campaign elements will interact and mutually support each other can produce high-performing campaigns. Furthermore, cross departmental and cross team collaboration (programme teams, policy, campaign, and press) was profound during the campaign.

In relation to communication flow and engagement, another lesson learned is that more people are engaged more effectively if information activities in Denmark about projects and programmes in the Global South have a Danish angle and if they are related to a subject people are currently debating, as for example, local elections or a subject that is occupying people like the Covid-19 situation in 2020 and 2021. Therefore, it has been a priority for Oxfam IBIS in recent years to include a Danish angle in the approach to information and engagement in Denmark.

CHANGE STORY

MUNICIPALITIES SIGN OXFAM IBIS 'TAX HAVEN FREE' CHARTER - DENMARK

Oxfam IBIS' long-running tax campaign communicates and advocates the overall message about the importance of fair taxes to finance strong societies in the North as well as in the Global South. Oxfam IBIS worked intensively to put a stop to the use of tax havens, which hurt vulnerable countries the most. In the Danish context, the campaign integrates various tracks. One track is the efforts to have Danish municipalities and regions avoid contractual relations with service providers and other companies, which use tax havens. Up to the end of 2021, 19 municipalities in all parts of the country and two regions (Capital and Zealand) had signed Oxfam IBIS' 'tax haven free' charter.

This campaign is led by a group of volunteers with high research capacity within tax issues and economics. The campaign has been supported by several shorter campaign tracks such as one in 2019, which – because of pressure from the public – resulted in candidates from all Danish political parties except Liberal Alliance joining the campaign about the need for fair taxes and several used the tax-message in their own political election campaign in the run up to the Danish parliamentary election in June 2019.

This was followed-up by activities in relation to the Danish local elections in November 2021 with the aim of drawing attention to the municipalities' use of companies, through procurement or investments, with relations to tax havens. Through investigation of various municipalities by Oxfam IBIS' volunteer group, procurement or investment in companies with links to tax havens were found. The opportunity was used to communicate the message about the importance of fair taxes to the Danish public through targeted Social Media posts, press work and events in various Danish cities in the run up to the election. With a social media reach of more than 460,000, more than 4,000 people joined the petition and urged the municipalities not to deal with companies with ties to tax havens.

SDG target 1.a.

12. ORGANISATIONAL DEVELOPMENT AND SUSTAINABILITY

Launching the first Strategic Partnership with the Danish Ministry of Foreign Affairs in 2018 took place at the same time as Oxfam IBIS finalised the process of closing its own country offices as a new member of the Oxfam Confederation as from 2016. Since then, Oxfam IBIS has been part of the setup in the Oxfam Confederation with only one Oxfam Country Office in each of the 64 countries where Oxfam is operating, including those 25 countries that Oxfam IBIS had focused its engagement on with funding from various sources, and the Strategic Partnership covering 12 countries. During 2018, Oxfam IBIS adapted to working through one Oxfam country programme in cooperation with other Oxfam Affiliates and implementation of the Strategic Partnership Agreement was backed by a new strategy for Oxfam IBIS: 'Fighting Inequality'. This outlines the organisation's strategy, the fight against inequality being the overall framework and with a distinct focus on technical competences in the thematic areas of economic justice, transformative education, peacebuilding, and humanitarian action. Oxfam Strategic Framework. Oxfam launched its new Strategic Framework 'Fight Inequality – together we can

end injustice and poverty', setting out the direction for the decade up to 2030. The Framework operates with four areas where the Confederation intends to achieve 'systemic change'; 1) Advocate for just economies that put people and the planet at the centre, 2) Fight for gender justice and against any form of violence against women and girls, 3) Take action to change the course of the climate crisis and 4) Speak out against the erosion of accountable governance. Oxfam IBIS' thematic priorities are embedded in these systemic change areas and it was possible to integrate transformative education into the Framework as an enabler for reducing inequality in its various forms, allowing Oxfam IBIS to continue the important work on developing the Confederation's education profile.

Oxfam responded promptly when it became public in 2018 that Oxfam Great Britain had not handled safeguarding issues correctly during the humanitarian crisis in Haiti in 2011. A lot of effort was put into improving policy, procedures, and administration of safeguarding across the Confederation through an agreed ten-point

TABLE 6: ORGANISATIONAL DEVELOPMENT AND SUSTAINABILITY

KEY PERFORMANCE INDICATORS	RESULTS 2018	RESULTS 2019	RESULTS 2020	RESULTS 2021	ANNUAL TARGETS BY 2021
6.1.1 Percentage of agreed follow-ups on recommendations by Danish MFA's capacity review are timely implemented	83%	93%	100%	100%	100%
6.1.2 Percentage of implemented follow-ups on recommendations by Danish MFA's capacity review are ranked 'satisfactory' or 'highly satisfactory' (by a self-evaluation)	100%	100%	97%	97%	85%
6.2.1 Increase in equity of the organisation	Increased by DKK 1M to DKK 7M	Increased by DKK 4M to DKK 11M	Increased by DKK 4M to DKK 15M	DKK 15M	DKK 13.4M by 2021*
6.3.1 Annual administration cost in percent of total turnover (based on average income over three years)	7.1%	6.3%	6.9%	7.1%	Minimum 7% and maximum 10%
6.3.2 Percentage of annual programme spending going directly to country offices and partners.	78%	75% based on average income	79%	81%	75%

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

action plan. However, the media attention obviously had an impact on Oxfam's reputation and its ability to maintain the same level of support from committed givers.

The Covid-19 pandemic. The Covid-19 pandemic impacted the strategies and plans for implementation of the programme from 2020 and onwards. Oxfam IBIS was able to honour the prompt responses and flexibility shown by the Danish MFA and did a rapid re-programming with country offices and partners to adapt projects and programmes under the Strategic Partnership to safeguard communities from infection and negative consequences from lockdowns.

This led to suspension of some planned activities that could not be carried out, or that were no longer fit for purpose, and to the design of new activities in response to associated challenges. Quick adaptation and focus on responding to the pandemic were high priorities and a lot of effort was put into ensuring implementation in alternative ways at all levels of the organisation.

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

Funding, governance and member base. While the Danish MFA maintained its position as the biggest contributor to Oxfam IBIS' work, the ambition of a larger diversification of the funding base was achieved by several large grants from the European Union and Sida, with the important co-financing opportunity of MFA as a major reason for being successful in that endeavour. Oxfam IBIS was successful in obtaining accreditation by the Global Partnership for Education (GPE) and was in 2019 selected as the grant agent for GPE's Education Out Loud fund aimed at supporting civil society organisations in advocacy and social accountability efforts

in education policy and planning in countries that are partners in the global partnership.

Further, partnerships with private foundations such as Hempel and Novo Nordisk have contributed to broadening the engagement and funding base, as has the individual member base and supporters of approximately 13,000 people by 2021. At Board level, a governance review in 2021 resulted in the reduction of the number of Board members from 14 to 10, adjustments of its terms of reference and the identification of competences wished for in the Board's composition, including a Board member elected by and among employees, a wish that was introduced in 2020. During the period, several changes took place in senior management positions, and at the brink of 2022, new organisational adjustments and staff reductions are being implemented just before a new Secretary General takes office, and joins the senior management team, with only one other member having enjoyed the journey from beginning of 2018.

RESULTS ACHIEVED

Oxfam IBIS' performance within organisational development and sustainability was, in 2018-2021, satisfactory at an overall level. Table 6 presents an overview of Oxfam IBIS' results measured against the targets in the Global Results Framework.

In 2018, Oxfam IBIS went through a regular capacity assessment and review commissioned by the MFA. The exercise itself and the findings and recommendations were positively received by the management of Oxfam IBIS, and an action plan following up on the recommendations was implemented and implementation of all, but one follow-up point was ranked as 'satisfactory' or 'highly satisfactory' by a self-assessment. Progress in this regard was also discussed at annual consultations with the MFA until it was concluded that all recommendations had been addressed appropriately.

Oxfam IBIS was highly successful in achieving the targets set for increasing the equity of the organisation. At the end of 2017, the equity was DKK 6M, and by the end of 2021, it had increased to DKK 15M, providing a much better cushion for economic shocks and sudden contextual changes. This was achieved without jeopardising the aim of maintaining maximum administration costs below 7%.

Oxfam IBIS managed to live up to the commitment to contribute to strengthened local leadership, and the flow of funds and empowerment of local partners are reflected in meeting the target of ensuring that at least 75% of the funding received would be transferred to the Global South.

A regular Financial Review was carried out by the Danish MFA towards the end of 2020, and it was 'the Ministry's assessment that Oxfam IBIS generally has an appropriate and adequate organisation of financial management of funds received from the Ministry, including UM's [MFA's] guidelines being followed and the general requirements for the effective management of grant funds being met'. A plan for implementation of 11 straight forward recommendations from this review was agreed with the MFA and was used as a follow-up tool to improve financial management practice.

A series of mid-term reviews of projects and programmes started in 2020, with some delay in various

countries due to Covid-19, and review methodologies were adapted to a situation with extensive travel restrictions. The reviews were important inputs to corrective actions and adjustments of programmes for the remaining SP period and for future programming. In section six, selected lessons learned are reflected.

RISK MANAGEMENT

Oxfam IBIS has identified a range of corporate risks that may influence the successful implementation of projects and programmes. This risk overview has been continuously monitored and corrective action has been taken to mitigate the risks. Oxfam IBIS' risk management overview for 2021 is presented in the table below.

CORPORATE RISK OVERVIEW 2021	POTENTIAL IMPACT	LIKELIHOOD	DEVELOPMENT ACTIONS TAKEN IN 2021
1. Shrinking space for civil society in partner countries limiting the operations and human rights-based influencing work of Oxfam and its partners.	H	H	Mitigation actions include; 1) Dialogue with local governments on protection of human rights defenders, and facilitation of enhanced dialogue between CSO and government officials, 2) Dialogue with donors, especially Danish Embassies and EU delegations on protection of human rights defenders, 3) Engagement in EU delegations' systematic civil society processes in countries, 4) Encouraging civil society alliances and 5) Legal protection of offended partners in concrete cases, including use of 'Claim Your Space' window managed by Global Focus.
2. Volatility in fragile States might delay or hamper implementation of previously planned use of funds and achievement of progress.	H	H	Regular risk assessment, systematic monitoring and mitigation through Oxfam's country and regional entities (Country and Regional Governance Groups) on quarterly basis and adjustment of plans if required.
3. Shifting funding patterns challenge Oxfam IBIS' business model.	M	H	Oxfam IBIS explores new avenues 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 invitation/(restricted)tender/competitive basis and to what extent it is possible to seamlessly include these in the Oxfam business model (e.g., Education Out Loud/GPE; Novo Nordisk Foundation, LEGO Foundation, NORAD)
4. The Oxfam model with Oxfam IBIS managing all donor relations in Denmark on behalf of Oxfam increases dependency on Danish MFA funding	M	M	Follows account plans and satisfactory results have been achieved. Diversification of funding base must not be at the expense of the volume of funding from Danish MFA – a very important strategic partner.
5. Journey of Oxfam IBIS into One Oxfam may temporarily reduce implementation pace, results generation and challenge quality of reporting.	H	H	Programme quality and implementation need technical support and back up. The need for continuous attention to further simplification and compliance by close monitoring and reporting on execution required as management tool.

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

ANNEX 1

OXFAM IBIS' REVIEWS, EVALUATIONS AND LEARNING REPORTS 2018-2022

2022			
Country / Region	Program/Project	Evaluation/Review	Title of Report
South Sudan	Quality Education, Capacity Development and Gender Equality (ToC 2+3)	End Evaluation	Final Evaluation Report of Oxfam IBIS' Inclusive Peacebuilding Programme in South Sudan. By Jacob Emmanuel Gale (consultant), Peter Michael Ale and Emmanuel Gordon Data, January 2022.
Latin America Regional	Inclusive Growth and Democratic Development (ToC 15)	End Learning Review / Evaluation	Evaluación temática: lecciones aprendidas, mejores prácticas y sostenibilidad en el contexto de la reducción del espacio cívico y la pandemia de Covid-19. By INKA Consult, February 2022
2021			
Country / Region	Program/Project	Evaluation/Review	Title of Report
Global	International Education partners across various programmes: ToC 12 and ToC 18.	Mid-term review	Mid-term review of Oxfam IBIS' support to the Global Campaign for Education and its regional bodies CLADE and ANCEFA 2018-2021. By Eva Iversen, February 2021.
Mali	Young people's rights to education, participation and peacebuilding in Mali (ToC 4).	Mid-term review	Rapport d/Evaluation a mi-parcours Projet PEJPC. By Amadou Traore and Amagana Togo, March 2021
Latin America Regional	Inclusive Growth and Democratic Development (ToC 15)	Mid-term review	Evaluación de medio término del Programa Regional Multipaís en América Latina: Economías Inclusivas y Desarrollo Democrático en América Latina 2018-21. By INKA Consult, March 2021.
Jordan	Skill Development for Jordanian and Syrian Youth	End Evaluation	Lessons learned from project by Lamia Raei, 2021
Liberia	Transformative Education, Skills and Mobilisation (ToC 9) SP + Oxfam IBIS' prior interventions	Mid-term review	Mid-Term Review of Danida Strategic Partnership And Retrospective Review of Oxfam IBIS Interventions in Liberia. By PERT Consultancy, Inc., May 2021.

2021 - CONTINUED			
Country / Region	Program/Project	Evaluation/Review	Title of Report
Youth Review	Engagement of Young Peoples across five SP programmes in Mali (ToC 4), Guatemala (ToC 14), Sierra Leone (ToC 10), Ghana (ToC 7), and South Sudan (ToC 2/3).	Mid-term thematic review	A Common Motivation to Engage Better; A review of the engagement of Young People in Oxfam's Youth Programmes in 5 Countries Mali, Guatemala, Sierra Leone, Ghana and South Sudan. By Restless Development, June 2021
Global	Education Spike part of Transformative Education and Rights (ToC 18)	Review	1)Review. The Education Spike Campaign 2019-2021 Oxfam IBIS. By Eva Iversen Consultant, November 2021. 2) Education Spike Campaign September 2019-December 2021. Oxfam IBIS, December 2021.
Sierra Leone (and Regional West Africa)	Inequality Reduction through Active Citizenship and Education (ToC 10)	End Evaluation	End-Line Evaluation of the Danida Strategic Partnership (2018-2021) Sierra Leone. By David Korboe, December 2021
Ghana (and Regional West Africa)	1)Quality Education and Inclusive Development (ToC 7) and 2) Youth, Education for Active citizenship and gender equality (ToC 12 in Ghana)	End Evaluation	End-Line Evaluation of the ESJ, EFAC and YEG Programmes. By HN Consultants ApS, December 2021.
Regional / Liberia	YEG – Youth, Education for Active Citizenship and Gender Equality (ToC 12 in Liberia).	End Evaluation	Evaluation Report Liberia. Youth, Education for Active Citizenship and Gender Equality (YEG) Programme. By Eva Iversen Consult, December 2021.
Regional West Africa	YEG – Youth, Education for Active Citizenship and Gender Equality (ToC 12).	End Evaluation	Regional and Cross-Country Evaluation. Youth, Education for Active Citizenship and Gender Equality (YEG) Regional Programme in West-Africa and Burkina Faso, Ghana, Liberia, Niger and Sierra Leone. By Eva Iversen Consult, December 2021.
Mozambique	Education, Governance and Active Citizenship (ToC 8 EfAC)	End Evaluation	Avaliação final do Projecto Educação para a Cidadania Activa – EfAC 05414. By CEMOQE, December 2021 Maputo, Dezembro
Mozambique	Education, Governance and Active Citizenship (ToC 8 EfAC)	Study	Impacto da Covid 19 no Acesso e Retenção da Rapariga no Contexto Rural. By Movimento De Educação para Todos, December 2021.
Pan Africa	Multi-stakeholder initiative for a human economy in Africa (ToC 11)	Evaluation and learning event.	Evaluation and lessons learned of the WVisual recording. By Oxfam IBIS, December 2021.

2020			
Country / Region	Program/Project	Evaluation/Review	Title of Report
Global	The Education Community of Practice and Influencing (ECPI) part of programme: Transformative Education and Rights (ToC 18)	Mid-term Review	The Education Community of Practice and Influencing (ECPI) Review. Oxfam International. By Eva Iversen, May 2020.
Regional West Africa	YEG – Youth, Education for Active citizenship and gender equality (ToC 12).	Learning Event	YEG Learning Event. Internal exercise/ document. By Wumbei Dokurugu, May 2020.
Syria/Lebanon	WASH and Protection Response to the Syria Crisis in Lebanon	End Evaluation	Oxfam Project WASH and Protection Response to the Syria Crisis in Lebanon funded by Danida. By Kassem El Saddik, June 2020
Global	Inclusive Peacebuilding Portfolio Mid-term Review (ToC 13, with links to ToC 2/3, 4, 5, etc).	Mid-term Review	Mid-term Review of Oxfam IBIS Inclusive Peacebuilding Portfolio. By Antonella Mancini, September 2020.
Global (South Sudan, Mozambique, Sierra Leone, CAR, CHAD)	Reframing Literacy in Crisis Context	Review	Review of Adult Literacy and Numeracy Training in Oxfam projects. By Jessica Oddy, September 2020
Global	Global Programmes (ToC 13, ToC 17, ToC 18, and ToC 19)	Mid-term Review	Mid-term review of Oxfam IBIS' Global Programmes in the Strategic Partnership with Danida 2018-2021. By Jørgen Skytte Jensen, November 2020.
MENA	Youth Participation and Employment (among all the Danish CS partners in the Danish-Arab Partnership Programme (MFA).	Mid-term Review	Danish-Arab Partnership Programme (DAPP) 2017-2022. Mid-term Review. By the Evaluation, Learning and Quality Department (MFA), November 2020.
Ghana	Oxfam Country Strategy	Evaluation	OCS 2015-2020 Evaluation Report. By Charles Abugre and Atieno Ndomo, December 2020.
South Sudan	Saving Lives Now and in the Future (ToC 2/3 HUM)	Mid-term Review	Strategic Level Midterm Review of Programmes Supported by Oxfam IBIS in South Sudan. By Ismael Ochen Ochen, December 2020
Burkina Faso	Active Citizenship and Reduction of Inequalities (ToC 1) and Burkina Faso CO Governance Programme Pilar	Mid-term Evaluation	Active Citizenship and Reduction of Inequalities (CARI). Danida Strategic Partnership. Axe Governance / Citizen Participation. By Zephirin Belemsigri and Soungalo Traore, December 2020.

2020 - CONTINUED			
Country / Region	Program/Project	Evaluation/Review	Title of Report
Bolivia	Oxfam in Bolivia Country Strategy	Lessons learned / evaluation.	Lecciones aprendidas- programa de Justicia de Género (Oxfam in Bolivia). Internal exercise, 2020
Global (Iraq, Jordan, Niger, South Sudan and Uganda)	Technical and Skills Development in Crisis Contexts	Review	Review of Technical and Skills interventions in Oxfam projects by Emma Bonar, December 2020
2019			
Country / Region	Program/Project	Evaluation/Review	Title of Report
Sierra Leone	Transforming Learning in Community Schools (TLCS) (Hempel)	End Evaluation	Endline Evaluation of Transforming Learning in Community Schools (TLCS) Project. By David Korboe, April 2019.
South Sudan / Uganda	Resilient Learners, Teachers and Education Systems in South Sudan and Uganda	Result-Oriented Monitoring (ROM) Review	Consolidated ROM Report. Resilient Learners, Teachers and Education Systems in South Sudan and Uganda By DEVCO/Stejn de Lameillieure/Valentina Asquini, April 2019.
South Sudan	Saving Lives. Now and in the Future. Oxfam projects in South Sudan	Review	Review of Adult Literacy and Numeracy Training in Oxfam projects in South Sudan. By Sue Nicholson, December 2019

ANNEX 2

OXFAM IBIS' MOST SIGNIFICANT CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS AND TARGETS IN 2018-2021

GOAL 1. END POVERTY IN ALL ITS FORMS EVERYWHERE

- 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- 1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.

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

- 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
- 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
- 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
- 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- 4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.

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

- 5.1 End all forms of discrimination against all women and girls everywhere.
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

- 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
- 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

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

- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

GOAL 10. REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

- 10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.
- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.
- 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.
- 10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.
- 10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions.
- 10. b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes.

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

- 16.1 Significantly reduce all forms of violence and related death rates everywhere.
- 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children.
- 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.
- 16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.
- 16.5 Substantially reduce corruption and bribery in all their forms.
- 16.6 Develop effective, accountable and transparent institutions at all levels.
- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- 16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.
- 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

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

- 17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
- 17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries.
- 17.3 Mobilize additional financial resources for developing countries from multiple sources.
- 17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.
- 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

“GOAL 18” ADDITIONAL DANISH GOAL ON YOUTH